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TACTICAL HUMAN INTELLIGENCE AND COUNTERINTELLIGENCE OPERATIONS

US Army Intelligence Center and Fort Huachuca
Fort Huachuca, Arizona 85613-6000

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PREFACE

This manual establishes the initial doctrinal foundation for Tactical HUMINT Operations. It provides the basis for the organization and structure of tactical HUMINT operations from peacetime military engagements (PME) to major theater war (MTW).

This manual is designed primarily for the commanders and soldiers of units conducting tactical HUMINT collection. It can also be used by commanders, staffs, and intelligence personnel at all echelons, and applies equally to Active Components (AC) and Reserve Components (RC), to include US Army Reserves (USAR) and the Army National Guard (ARNG).

This manual addresses requirements, expanding on the doctrine in FM 2-O (FM 34-l), FM 3-O (FM 100-5), FM 5-O and FM 6-O (FM 101-5), and FM 2-01.3 (FM 34-1 30).

The proponent of this publication is the US Army Intelligence Center and Fort Huachuca. We consider this a living manual and will dynamically revise this doctrine as frequently as necessary based on comments from the field or when significant changes occur within the Military Corps' force structure. Under normal circumstances appropriate revisions will be made within two weeks of receipt. While the initial (one time) distribution of this field manual will be made, users should realize that to capture the dynamic changes/revisions to the manual as they occur, they should check the Intelligence Center Homepage frequently for the most current version.

We welcome your comments and recommended changes at any time. You may email them directly to the proponent at ATZS-FDC-D, or mail them to: Commander, US Army Intelligence Center and Fort Huachuca (ATZS-FDR-CD), Fort Huachuca, AZ 85613-6000, You can also access the Doctrine Division Homepage at http: //usaic.hua. army, roil/doctrine. htm and leave your comments or changes with the Webmaster.

This handbook does not implement any international Standardization Agreements (STANAGs). It complies with all applicable STANAGS and Quadripartite Standardization Agreements.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

This manual incorporates the emerging intelligence and operational doctrine and terminology from FM 3-O, Operations, dated 14 June 2001, It uses the new manual numbers with the old manual numbers in parentheses. Although not all manuals have been updated to the new numbering system, this was done to transition the force to the new numbering system.

JAMES A. MARKS
Brigadier General, USA
Commanding

Chapter 1

Tactical Human Intelligence Collection Assets

Timely and accurate intelligence derived from human intelligence (HUMINT) and counterintelligence (CI) assets is critical to the military decision-making process (MDMP). Despite the array of intelligence sensors, recent operations have shown that a local population is a key element in most operational planning. The early and continuous contact by HUMINT collectors and CI agents with the civilian population is often the best source of information about the area of operations (AO). Understanding the capabilities and limitations of this collection system is vital to operational planning and execution in operations from peacetime military engagements (PME) to major theater war (MTW).

Regulations governing HUMINT and CI collection and reporting include but are not limited to ARs 381-10, 381-20, 381-100, 381-172 (S/NF), and DCID 5/1 (S/NF). (Note: For questions regarding HUMINT and CI collection and reporting, you must talk to the J/G2X or a judge advocate general (JAG) officer who has completed the Intelligence Law Course.)

HUMINT AND CI INTERACTION

1-1. HUMINT and CI have distinctly different missions. HUMINT collectors gather information to answer intelligence and information requirements while CI personnel help protect the force from an adversary's intelligence collection efforts. HUMINT collectors and CI personnel bring unique sets of skills to any mission. At times each discipline may uncover information relating to the other's primary mission. Although HUMINT collectors and CI personnel appear to have similar functions, because the common denominator is human interaction, each discipline has its own area of expertise.

1-2. Understanding their capabilities and limitations and the judicious combination of assets maximizes mission accomplishment. HUMINT collectors best accomplish collection tasks; other tasks such as subversion and espionage directed against the US Army (SAEDA) and deliberate security violation investigations can only be accomplished by CI personnel under authorization of Executive Order (EO) 12333.

HUMAN INTELLIGENCE

1-3. HUMINT is the oldest collection discipline and a key contributor to the all-source picture of the battlefield. HUMINT is the intelligence, to include adversary intentions, derived from information collected from people and related documents. It uses human sources acquired both passively and actively to gather information to answer intelligence requirements and to cross-cue other intelligence disciplines. HUMINT is produced from the collection on a wide range of requirements with the purpose of identifying adversary capabilities and intentions. Figure 1-1 shows the roles and functions of HUMINT.

1-4. HUMINT tasks include but are not limited to—

- Using tactical and other developed sources.

- Conducting liaison with host nation (HN) officials and allied counterparts.
- Eliciting information from a civilian populace, to include transients.
- Debriefing US and allied forces and civilian personnel.
- Interrogating detainees to include enemy prisoners of war (EPWs).
- Exploiting adversary documents and media.

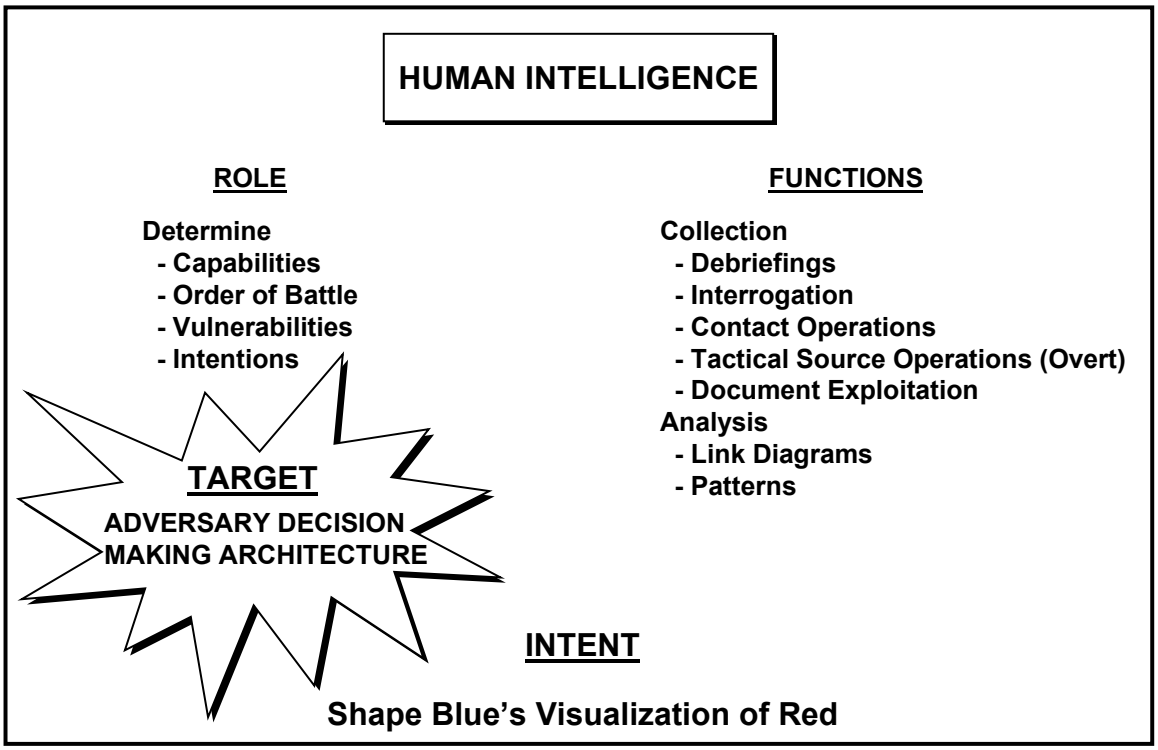

Figure 1-1. HUMINT roles and functions

COUNTERINTELLIGENCE

1-5. The mission of CI is to detect, identify, assess, counter, neutralize, or exploit the entire spectrum of adversary intelligence collection efforts. It is the key intelligence community asset to protect the force against espionage, other Foreign Intelligence Service Security (FISS) activities, sabotage, or assassination when the activity is conducted for, or on behalf of, foreign powers, organizations, persons, or international terrorist groups. Figure 1-2 shows the roles and functions of CI.

1-6. CI is the countering or neutralizing of FISS and other adversary intelligence collection efforts through collection, investigations, operations, analysis and production, and technical services (technical surveillance countermeasures [TSCM] and polygraph). At the tactical level, CI focuses on identifying and recommending countermeasures against adversary collection activities.

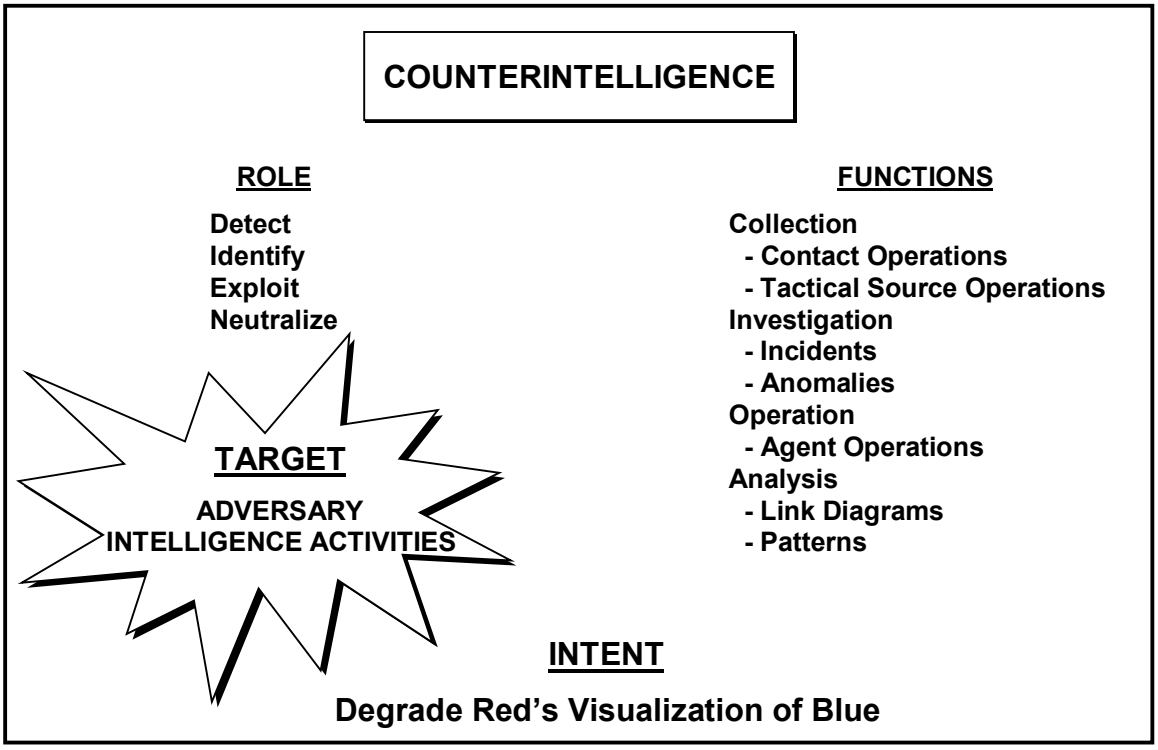

Figure 1-2. Counterintelligence roles and functions

WHAT IS TACTICAL HUMINT?

1-7. Tactical HUMINT is the task organization of HUMINT collection assets and CI assets into combined teams to accomplish the mission of both disciplines at the tactical level (echelon corps and below). This task organization supports the force protection plan and answers the commander's intelligence requirements by employing—

- CI agents to conduct focused identification, collection, analysis, recommendation of countermeasures, and production against FISS technical means and other adversary intelligence collection threats.
- HUMINT collectors to conduct focused collection, analysis, and production on the adversary's composition, strength, dispositions, tactics, equipment, personnel, personalities, capabilities, and intentions.

1-8. Tactical HUMINT teams can be tailored to any operational environment, ranging from PME to MTW. These teams conduct coordinated collection and support to force protection efforts with HUMINT and CI assets from—

- US Army Intelligence and Security Command (INSCOM).
- Other military services.

- Defense HUMINT Service (DHS).
- National level HUMINT, CI, and law enforcement agencies (LEAs).
- Intelligence agencies from coalition forces.

1-9. New technologies and techniques will continue to enhance HUMINT and CI capabilities and maintain HUMINT and CI reporting as a prime factor in the MDMP. In order to understand the full scope of tactical HUMINT, it is helpful to look at the definitions of the separate disciplines and functions that make up this cooperative partnership: HUMINT and CI.

1-10. HUMINT collectors are personnel who, by training or in certain specific positions, are tasked with collecting information for intelligence use from people or related documents. A HUMINT source is any person who can provide information to answer collection requirements. [Unless otherwise noted in this manual, the term "HUMINT collector" refers to personnel in MOSs 351E and 97E. The term "CI collector" or "CI agent" refers to 35E, 351B, and 97B personnel.] The HUMINT and CI force is organized, trained, and equipped to provide timely and relevant answers to information requirements at each echelon. While HUMINT and CI have a different focus, in most deployment scenarios they work best in a collaborative effort.

1-11. In an MTW environment, the number of detainees to include EPWs increase. To meet this collection requirement, 351/97Es and a small 351/97B element from the corps or echelon above corps (EAC) assets would establish a joint debriefing and interrogation facility. It may be necessary to separate the two disciplines depending on mission, enemy, terrain and weather, troops, time available, and civilians (METT-TC.) In an MTW at the division level, HUMINT collectors primarily conduct tactical questioning of EPWs and detainees, as close to the point of capture as possible, as well as civilians on the battlefield, for perishable tactical information. CI agents focus on threat and vulnerability assessments, CI investigations, and the exploitation of individuals identified as being of CI interest.

1-12. 351E/97E missions in an MTW include but are not limited to—

- Conducting screening operations and tactical questioning.
- Interrogating detainees to include EPWs.
- Debriefing civilians on the battlefield.
- Debriefing friendly forces.
- Conducting HUMINT analysis.
- Performing document exploitation (DOCEX).

1-13. 351B/97B missions in an MTW include but are not limited to—

- Identifying and recommending countermeasures to threat intelligence collection efforts.
- Performing CI investigations.
- Conducting CI analysis.
- Providing CI support to threat and vulnerability assessments.

1-14. See FM 2-22.3 (FM 34-52) and FM 2-01.2 (FM 34-60) for more information on the use of HUMINT collectors and CI agents in an MTW.

HUMINT AND CI OPERATIONS ON THE BATTLEFIELD

1-15. HUMINT collectors and CI assets employ many sets of eyes and ears. Starting with the commander, every member of a deployed force can contribute to formulating the HUMINT and CI portions of the all-source picture.

1-16. Whenever deployed forces encounter humans on the battlefield, the resulting interaction becomes a source of information the deployed commander can use to answer questions about his adversary or to gauge the security of his own forces. While military intelligence (MI) units are the primary collectors and processors of HUMINT, commanders must ensure that procedures are in place to collect combat information from the various assets.

HUMINT AND CI OPERATIONS WITHIN THE URBAN ENVIRONMENT

1-17. Tactical HUMINT tactics, techniques, and procedures (TTP) change very little when operating in an urban environment. The most significant changes focus on unique mission types and the increased number of assets required to complete these missions.

UNIQUE MISSION

1-18. Because of American dominance on the traditional battlefield, the threat may move the operational environment to densely populated urban areas. This in turn prevents employment of conventional, destructive means to eliminate the threat, forcing American ground forces into a costly urban deployment. Once committed to this course, commanders may find structural density and line-of-sight (LOS) problems degrade the effectiveness of signals intelligence (SIGINT) and imagery intelligence (IMINT) collectors. These problems force greater reliance on HUMINT and CI assets to obtain information on threats that do not fit traditional operational patterns. These patterns may include—

- Identifying the work force (hours, physical location, and key positions).
- Evaluating internal and external communication.
- Obtaining key data on water and sewage facilities or the internal layout of a structure.
- Recognizing other targets not normally found on the conventional battlefield.

ASSET REQUIREMENT

1-19. The requirement for collectors is based on the density of the potential source pool. The basic methodology of collection does not change in the urban environment; however, the density of the population results in a proportional increase in the number of collectors required. This need for additional assets has been illustrated by recent operations in Somalia, Haiti, Bosnia, and Kosovo.

ARMY HUMINT AND CI ORGANIZATIONS

1-20. Some of the Army HUMINT and CI organizations involved in Tactical HUMINT operations are discussed below.

US ARMY INTELLIGENCE AND SECURITY COMMAND

1-21. INSCOM is responsible for all US Army EAC MI actions to include CI analysis, collection, investigations, operations, tactical intelligence, and related activities of HUMINT collection at the operational and strategic levels. INSCOM also supports the deployed commander with information operations, polygraphs, and TSCM support. INSCOM units include the following organizations:

- 902d MI Group – This unit deploys technical teams to support the deployed commander with investigative and CI special operations capabilities; polygraph, TEMPEST and TSCM support; and command and control (C^2) protect and security support to information security. CI personnel from the 902d MI Group also deploy individually to support operations worldwide.

- MI brigades and MI groups supporting component commands – Each Army Service Component Commander (ASCC) with an outside continental United States (OCONUS) responsibility has an INSCOM MI brigade or group to provide operational HUMINT and CI support to that command. These MI elements provide peacetime support to the unified command and add a consistent, forward-deployed presence in a particular theater of operations. Theater MI brigades and group assets provide HUMINT and CI support during contingency operations. These HUMINT and CI teams can support a joint task force (JTF), Joint Force Land Component Commander (JFLCC), an ASCC, or any deployed element that requires augmentation.
- INSCOM theater support elements—
  - Are responsible for establishing joint interrogation facilities (JIFs), joint debriefing centers, joint document exploitation centers (JDECs), and captured material exploitation centers (CMECs).
  - Maintain databases and all-source products required by tactical echelons in a contingency through the analysis and control elements (ACEs).

ARMY CORPS AND BELOW

1-21. Army HUMINT and CI assets organic at corps and below are uniquely qualified to be the primary collection asset in many of our future conflicts. They are organic to—

- Tactical exploitation battalions (TEBs) and the corps support battalions (CSBs) at the Corps MI brigade.
- MI battalions at division.

- MI companies at armored cavalry regiments (ACRs) and separate brigades (SEP BDEs).
- MI elements at Special Forces Groups (SFGs).

1-22. Army HUMINT and CI assets provide technologically enhanced exploitation of human sources and media. This exploitation provides valuable intelligence to meet the critical requirements affecting the MDMP. The simultaneous digital interaction between operational HUMINT and CI teams and analytical elements provides the deployed commander with near-instantaneous information. This rapid transmission of critical intelligence to the user gives the supported command an information edge and a more complete vision of the battlespace.

INTERIM BRIGADE COMBAT TEAM

1-23. The brigade's intelligence system is a flexible force of Intelligence, Surveillance, and Reconnaissance (ISR) personnel, organizations, and equipment. Individually and collectively, these assets provide commanders throughout the brigade with the capability to plan and direct ISR operations, collect and process information, produce relevant intelligence, and disseminate combat information and intelligence to those who need it, when they need it. The brigade and its subordinate units possess organic ISR assets that enable the above actions. Based on METT-TC considerations the brigade task organizes its organic ISR assets for the operation and, in addition, may receive additional ISR assets from corps, joint, and national organizations.

1-24. The brigade's tactical HUMINT assets include an S2X team, a tactical HUMINT platoon with two operational management teams (OMTs) and tactical HUMINT teams, and troop HUMINT collectors in the reconnaissance, surveillance, and target acquisition (RSTA) squadron. The functions and responsibilities of these assets are the same as at higher echelons. The mission of the Troop HUMINT collector is limited to providing tactical questioning and DOCEX in support of the squadron's multidimensional reconnaissance and surveillance (R&S) mission and identifying possible sources of interest for the tactical HUMINT platoon. The functions of the different teams and offices in tactical HUMINT are similar through the echelons where tactical HUMINT is conducted. Further information on the brigade combat team can be found in FM 34-80-2ST, which is posted at http://huachuca-USAIC.Army.mil\doctrine\dlb.htm.

RESERVE COMPONENT INTEGRATION

1-25. Given the Army's current operational tempo and force structure, the integration of RC forces into the AC is a near certainty for future operational deployments. Commanders must identify their requirements early and establish proactive coordination (both in garrison and while deployed) with their RC counterparts to fully integrate them during all phases of training and operations.

1-26. During operations that include significant RC participation, an RC liaison officer (LNO) normally will be assigned, either temporarily or permanently (at higher echelons), at the appropriate level of command. The commander and staff must ensure that the RC LNO is involved in all aspects of operational planning and execution.

1-27. There are three general categories of RC augmentation:

- Category 1: Formation of specialized units that include a fully integrated AC and RC table of organization and equipment (TO&E). The activation of the RC of these units is required for their full operational capability.

- Category 2: Augmentation of active duty units by RC units to fill out unit strength levels or to provide additional functionality. For example, an AC division might require additional HUMINT teams to support it during a stability operation. If a division required one additional team, it should request a team and not request four HUMINT collectors. If the requirement is for three additional teams, it should request a HUMINT platoon with its organic C^2 and OMTs .

- Category 3: Focuses on the requirement for individual augmentees. This usually occurs when a unit has the C^2 structure but needs either additional personnel or additional capability within the command structure. For example, a unit may have a HUMINT platoon but the platoon is at 50 percent strength. Individual augmentation is the easiest method of integration since the
individual is integrated in the same manner as any replacement. The augmented unit is normally required to provide all equipment other than initial issue-type equipment.

1-28. There are several items to consider when the unit is augmented:

- **Accurate Identification of Requirements**: During the MDMP, units need to identify those mission-essential capabilities not already present in the unit. The G3/S3, working in conjunction with the G1/S1, considers options that may include RC augmentation of organic units although the final decision to employ RC units is usually determined at Headquarters, Department of Army (HQDA). The requirement for augmentation is forwarded through appropriate channels to the Commander in Chief (CINC) then forwarded to US Army Forces Command (FORSCOM) and HQDA which will identify the appropriate units or personnel. If approved, they will work with the appropriate agencies to establish the timeline in which the units can respond on the Time Phased Forces Deployment Data List (TPFDDL). When developing requirements, the requesting unit must be sure to articulate its need accurately, specifying required skills, numbers, and any additional skill identifiers (ASIs). For example: “Request augmentation by a tactical HUMINT platoon consisting of at least a platoon headquarters, three tactical HUMINT collection teams, one OMT, two linguists, and one CHATS proficient operator. The augmenting element will be operating in support of the commander’s force protection program in the gaining unit’s AOR.”

- **Activation Timeline**: Units need time to mobilize and conduct any additional collective and individual training that may be specific to the unit’s mission or operational environment. The requesting unit needs to be aware of the time required to activate the requested RC and that there may be differences in levels of training or equipment. Timelines should be established by FORSCOM to allow resolution of these problems and should be reflected in the commander’s operational planning sequence. Timelines will vary from unit to unit and mission to mission.

- **Training**: USAR and ARNG units usually cannot train their units or individuals to the same proficiency as the AC. Normally, this is due to the limited amount of training time.

Because of this limitation, a certain degree of train-up prior to deployment may be necessary. Commanders should identify available training opportunities and request the participation of personnel identified for augmentation. For an ongoing mission, commanders should also plan for an extended "right seat ride" mission handover period once the individuals or unit arrives in the theater of operations.

- **C^2**: If the RC augmentation requires activation of an entire unit, it should include their C^2 element. If the augmentation is by individuals, then they will fall under the C^2 of the gaining units.

- **Time on Active Status**: USAR and ARNG soldiers can remain on active status for a maximum of 270 days. This timeline begins on the date of mobilization and ends on the day the soldier leaves active duty status. Deployed units must take this into account when conducting continuous operations and must identify the requirement to replace RC forces early enough to allow for the required training and handoff procedures.

- **Experience**: While RC personnel normally lack current military experience, they often perform jobs in the civilian sector that either mitigates this lack of experience or they are able to bring a new and useful capability with them. Commanders should try to capitalize on these skills.

SERVICE COMPONENT HUMINT AND CI ELEMENTS

- **Marine Human Exploitation Teams** - Marine expeditionary elements deploy with human exploitation teams (HETs) that provide organic HUMINT and CI support to the deployed Marine force. Marine HETs are rapidly deployable and fully equipped to conduct the full range of tactical HUMINT and CI functions. They can provide support to either the deployed Marine force or as part of a JTF HUMINT and CI team. Some HETs also deploy with CI technical support capabilities. Each Marine Expeditionary Force (MEF) has organic HETs. HETs can also be attached to a Marine Air-Ground Task Force (MAGTF) for a particular operation.
- **Navy Criminal Investigative Service** - Navy Criminal Investigative Service (NCIS) agents deploy with the Navy force to provide CI and criminal investigative support to the Navy or joint force commander. They work aboard ships and at sea points of embarkation and debarkation. They use liaison and source operations to support the deployed Navy joint force from land and seaborne threats. NCIS reports any information of CI or intelligence interest gathered during its normal duties.
- **Air Force Office of Special Investigations -** Air Force Office of Special Investigations (AFOSI) field agents deploy ahead of Air Force elements to provide CI force protection and law enforcement support to air points of embarkation and debarkation and other Air Force facilities and units. AFOSI agents conduct CI collection, analysis, operations, and CI and criminal investigations in support of Air Force and joint forces deployed. AFOSI reports information that meets task force (TF) or component intelligence requirements.

NATIONAL HUMINT AND CI SUPPORT

1-29. HUMINT and CI agencies from the Department of Defense (DOD), national level intelligence agencies, and at times LEAs might support the commander. In a JTF, a national intelligence support team works with the J2X to coordinate national level activities with JTF and component HUMINT and CI assets.

- **Defense Intelligence Agency -** The Defense Intelligence Agency (DIA) conducts all-source analysis and disseminates products to answer requirements from the Joint Chief of Staff level down to the tactical force on the battlefield.
- **Defense HUMINT Service** - DHS is an element of DIA that supports battlefield commanders by reporting intelligence from collection operations within and external to the joint AO. DHS support to a joint force is outlined in the classified DIAMs 58-11 and 58-12.
- **Central Intelligence Agency** - Details of Central Intelligence Agency (CIA) contributions to the deployed force can be found in Joint Pub 2-01.2 (S/NF).
- **Department of State** - The State Department's Bureau of Diplomatic Security provides CI support to diplomatic missions worldwide and gathers extensive information on intelligence capabilities of adversaries within that diplomatic mission's area of concern. The Bureau of Intelligence and Research is the State Department's primary source for interpretive analysis of global developments. It is also the focal point in the State Department for all policy issues and activities involving the intelligence community.
- **National Security Agency -** The National Security Agency (NSA) uses its extensive SIGINT and information systems security expertise to support deployed HUMINT and CI forces.
- **Department of Justice:**
  - **Federal Bureau of Investigation -** The Federal Bureau of Investigations (FBI), if currently operating in a TF AO and liaison is established early, may provide the deployed commander with national level expertise on criminal and CI issues.
  - **Drug Enforcement Agency** - The Drug Enforcement Agency (DEA) provides counter-drug operational expertise to a deployed TF and coordinates its operations with those of a deployed TF.

COALITION HUMINT AND CI ELEMENTS

1-30. Most potential coalition partners have some type of HUMINT and CI capability. Less developed nations may use HUMINT as their primary collection system. These assets will be present on the battlefield, and US assets are likely to work with them:

- The Allied Military Intelligence Battalion (AMIB) consists of coalition HUMINT collectors and US HUMINT collectors with other coalition members to answer TF and higher intelligence requirements.
- The 650th MI Group assigned to Supreme Headquarters, Allied Powers Europe, provides CI support to the Supreme Allied Commander Europe, giving the Allied Command

Europe a dedicated CI support system. In its role as the Allied Command Europe CI activity, it conducts CI investigations and operations in conjunction with other North Atlantic Treaty Organization (NATO) CI services.

OTHER SOURCES OF HUMINT ON THE BATTLEFIELD

1-31. While trained HUMINT personnel and CI agents are the primary collectors and processors of human information on the battlefield, other elements can gain information that could answer questions important to a deployed commander. Tactical HUMINT and CI assets lose valuable information if they are not regularly coordinating with the following elements:

- **Long-Range Surveillance -** Direct observation and reporting on targets such as activities and facilities may provide timely and accurate intelligence to support a decision or cross-cue other collection capabilities. Long-range surveillance (LRS) is often employed when discreet observation of an activity is necessary over a long period of time or when a collection system that can respond to immediate redirection is necessary.
- **Cavalry Troops, Unit Patrols, and Scouts** - Unit patrols and scouts have a view of the battlefield that sensors may not detect. Using size, activity, location, unit, time, and equipment (SALUTE) spot reporting, unit patrols and scouts give you an eye on the battlefield that can provide very accurate information. During operations from peacetime military engagements to MTW, unit patrols and scouts often patrol villages or populated areas that are contentious and therefore of interest. Through mission reporting and debriefing by their unit S2 or HUMINT collector, valuable information on the current status of an area will enter into intelligence reporting channels or intelligence architecture, potentially answering intelligence requirements.
- **Military Police** - The Military Police (MPs) are a key force protection asset throughout the AO. Tactical HUMINT and CI assets work with the MPs who gain area knowledge through their extensive foot and vehicular patrols. MPs also man checkpoints and traffic control points where they interact with large groups of the civilian populace and encounter people and situations that often answer intelligence or force protection requirements.
- **Civil Affairs** - Civil Affairs (CA) units have daily interaction with the civilian populace including key members of the civilian community such as politicians, technical personnel, and military leadership. CA association with collection operations could lead to suspicion from their local contacts, but this should not preclude tactical HUMINT and CI elements from working closely with CA units or, at a minimum, debriefing CA personnel to gather information that meets intelligence requirements and enhances your force protection program.
- **Psychological Operations** - Psychological operations (PSYOP) teams often interview civilians on the battlefield to determine the effectiveness of friendly and threat PSYOP campaigns. A deployed commander needs this information to determine the effectiveness of the information operations plan (OPLAN). PSYOP elements also gather information on political, social, and other PSYOP requirements. PSYOP elements produce and disseminate intelligence products based partially on their interaction with the civilian populace.

- **Special Operation Forces** - The Special Operation Forces (SOF) team often has greater access to humans and certain areas on a battlefield than any other collection asset. While their primary mission is not to collect HUMINT, their observation of and interaction with the local population provides them access to information that often answers collection requirements. The following are examples of these types of collection assets:

  - Special reconnaissance missions into denied territory to satisfy intelligence gaps or to confirm information from another source.
  - Unconventional warfare (UW) missions normally of a long duration. SOF are inserted into hostile territory to conduct sensitive operations that support US national objectives. During these missions, SOF units often come in contact with the local population and gather information that meets intelligence requirements.

Chapter 2

Organization and Structure

The success of the HUMINT and CI collection effort depends on a complex interrelationship between command guidance, requirements, technical support, and collection assets. Each echelon of command has its supporting HUMINT and CI elements. No MI organization in the Army is robust enough to conduct sustained tactical HUMINT and CI operations during operations from PMEs to MTW using only its organic HUMINT and CI assets. HUMINT and CI units have specific support requirements to the commander. They must be flexible, versatile, and prepared to conduct HUMINT and CI analysis, collection, investigations, and operations in support of any echelon of command.

> NOTE: HUMINT and CI units provide augmentation to the next echelon down or lower if necessary. Higher echelon HUMINT and CI units should forge relationships with lower echelon elements long before operations become imminent.

During initial deployment, the corps TEB, corps support battalions, or division MI battalion forms the framework for HUMINT and CI support to a deployed commander. The MI battalion may require augmentation or reinforcement from non-organic teams and INSCOM capabilities. Commanders must consider the proper force structure and capabilities needed to meet requirements.

To optimize limited assets, HUMINT collectors and CI agents must receive operational guidance (technical control) and direction at each echelon. This technical support and guidance includes the J/G2X at the TF, tactical HUMINT operations within a corps TEB, and an operational management team (OMT) collocated with a maneuver force or support unit. These organizations at each echelon serve as coordination cells that—

- Receive requirements.
- Coordinate all the actions necessary to satisfy requirements.
- Identify and integrate available HUMINT and CI assets.
- Provide the requirement to the appropriate MI commander for execution.

TACTICAL HUMINT ORGANIZATION

2-1. HUMINT collectors and CI agents are organized into tactical HUMINT teams based on METT-TC. These teams are self-contained modular elements with organic transportation, communications, automation, and special technology-aided applications.

2-2. Tactical HUMINT is layered with sections that operate collectively to ensure the execution of proper technical quality and control measures over both operations and reporting. It also precludes any one element from becoming inundated with the large

quantities of information as well as operational and technical reporting generated by tactical HUMINT operations. The interface between technical managers, analysts, and collectors ensure that the tactical HUMINT assets stay on target and that the commander receives timely and accurate information. Figure 2-1 shows a tactical HUMINT organization.

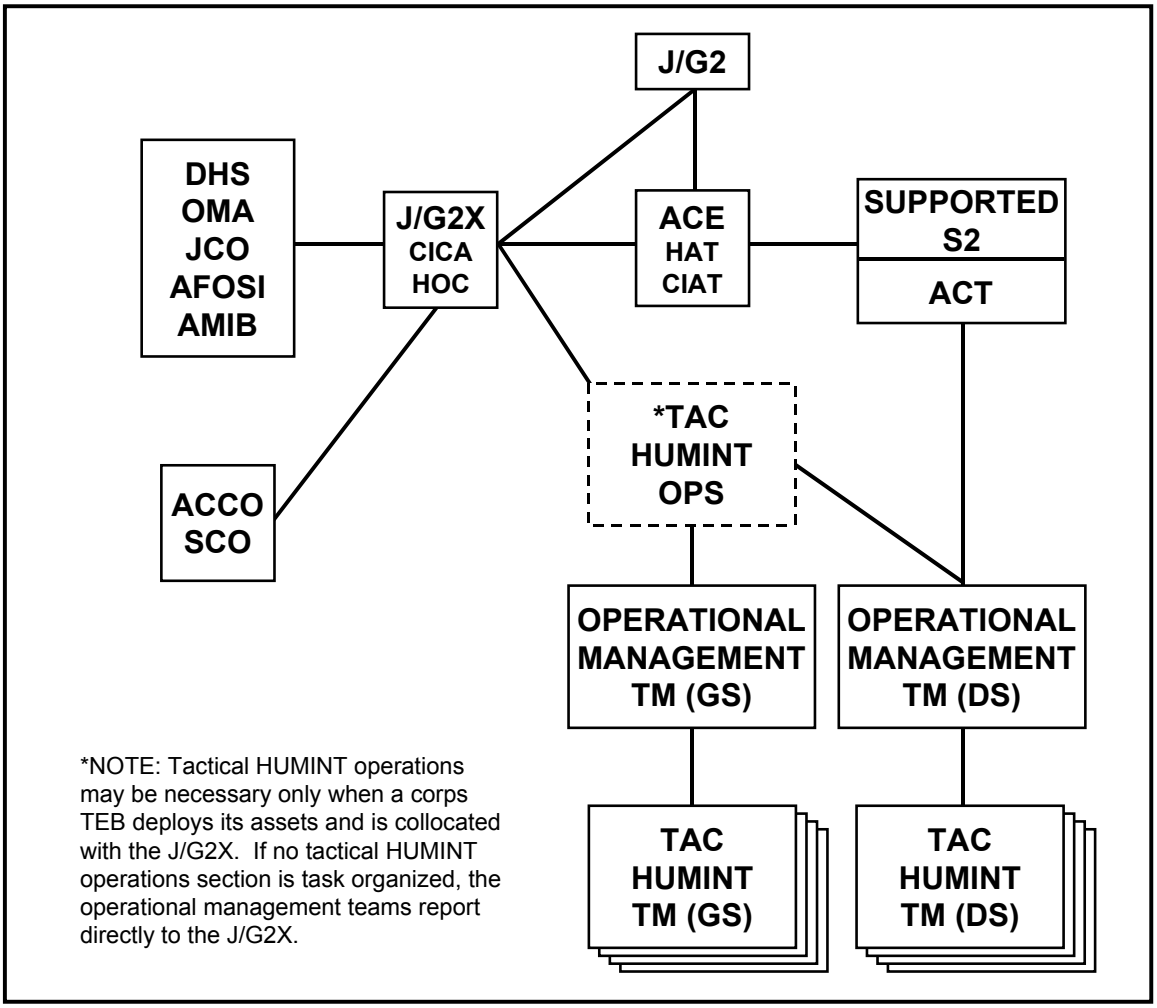

Figure 2-1. Tactical HUMINT organization

2-3. Regardless of the echelon, the following six basic elements work together to provide the deployed commander with well-focused, thoroughly planned collection and support. Each element has specific management, analytical, or operational responsibilities, and all elements combined are the backbone of tactical HUMINT collection. Each piece of the structure builds on the next and is based on the size, complexity, and type of operation.

- J/G/S2X.
- HUMINT analysis team.
- CI analysis team.
- Tactical HUMINT operations section (task organized from existing assets if needed).

- OMT.

- Tactical HUMINT team.

J/G/S2X

2-4. The J/G/S2X is the primary advisor to the J/G2 who advises the task force (TF) commander on HUMINT and CI and is the focal point for all HUMINT and CI activities within a JTF (J2X) or an Army component task force (G2X) or interim brigade combat team (IBCT) (S2X) structure. Depending on the size and mission of the TF, the J/G/S2X should be a field grade officer with a HUMINT area of concentration (AOC) (35E with specialized training) organic to the TF staff or can be drawn from the theater MI brigade. The J/G/S2X operations are integrated into a coherent structure (that is, the national, theater, and non-DOD HUMINT and CI resources supporting the TF).

2-5. The J/G/S2X is the coordination and deconfliction authority for all HUMINT and CI activities within their organization's AO. The J2X accomplishes technical control of all HUMINT and CI assets through the Army component G2X, the tactical HUMINT operations section, or the OMT. Specifically, the J/G/S2X—

- Comprises a Task Force Counterintelligence Coordinating Authority (TFCICA)/Counterintelligence Coordinating Authority (CICA) and a HUMINT operations cell (HOC).
- Participates in planning for deployment of HUMINT and CI assets in support of operations.
- Coordinates, through the HOC and TFCICA/CICA, all HUMINT and CI activities to support intelligence collection and the intelligence aspects of force protection for the deployed commander.
- Manages collection requirements for HUMINT and CI in coordination with the collection manager.
- Provides the HUMINT and CI specific collection plans to the collection manager for inclusion in the integrated ISR plan.
- Coordinates and deconflicts for all HUMINT and CI operations within the operational area.
- Does not exercise operational control (OPCON) over the HUMINT and CI assets assigned, attached, or reinforcing the TF; however, the J/G/S2X must be empowered by the TF commander to supervise a cohesive HUMINT and CI effort.
- Is the release authority for tactical HUMINT reporting.
- Releases reports to the all-source system only after ensuring all technical control measures for reporting have been met?

2-6. The military departments always remain in control of CI (and law enforcement) investigations. While Army CI investigative reports will pass through the J/G2X and CICA, they will go simultaneously to the theater Sub-Control Office (SCO) and the Army Central Control Office (ACCO). At all times the SCO and ACCO provide investigative technical control.

TFCICA/CICA

2-7. The TFCICA/CICA coordinates all CI activities for a deployed force. **There can be only one TFCICA in a theater of operations**. When multiple echelons exist, the highest echelon has the TFCICA and subordinate G2X offices have a CICA. Depending on the size and scope of the operation, the TFCICA could be the unified command's CI staff officer; the CI or HUMINT staff officer from corps or division; or a senior warrant officer or branch CI officer designated by the unified command CI staff officer or TF commander.

2-8. In a joint or combined operation, the TFCICA/CICA must have the authority to coordinate the activities of all CI agencies involved in the operation. The TFCICA's staff should include CI professionals from every major CI element represented on the battlefield since each CI element is constrained by its own regulations and policies. This ensures that all CI activities are adequately coordinated and deconflicted and all sources are properly registered**.**

2-9. The TFCICA/CICA—

- Exercises technical control of all CI assets and coordinates and deconflicts CI activities in the deployed AO.
- Establishes and maintains a CI source database.
- Coordinates with the HUMINT and CI operations sections located at the MI battalion (component J/G2X elements) and other service CI agencies.
- Coordinates and supervises CI force protection source operations (CFSO) conducted by all services and components in the AO.
- Develops and manages collection requirements for CI in coordination with the requirements manager.
- Develops and provides the CI portion of the ISR plan to the J/G/S2X and requirements manager for inclusion in the integrated ISR plan.
- Establishes and maintains the theater-consolidated database of sources in coordination with the HOC.
- Coordinates with the HOC for CI support to the TF detention and interrogation facility.
- Coordinates CI activities with senior CI officers from all CI organizations on the battlefield.
- Performs liaison with HN and US national level CI organizations.
- Coordinates with requirements managers and the CI analysis team to identify CI collection priorities to ensure intelligence and force protection requirements are met.

HUMINT OPERATIONS CELL

2-10. The HOC tracks all HUMINT activities in the area of responsibility (AOR). The J/G2X uses this information to advise the senior intelligence officer on all HUMINT activities conducted within the AO. The HOC—

- Exercises technical control of all HUMINT assets and coordinates and deconflicts HUMINT activities in the deployed AO.
- Establishes and maintains a HUMINT source database.
- Coordinates and supervises tactical HUMINT force protection source operations conducted by all services and components in the AO.
- Develops and manages collection requirements for HUMINT in coordination with the requirements manager.
- Develops and provides the HUMINT portion of the ISR plan to the J/G/S2X and requirements manager for inclusion in the integrated ISR plan.
- Coordinates the activities of HUMINT collectors assigned or attached to interrogations and debriefing facilities.
- Expedites preparation of intelligence information reports and their distribution to consumers at all levels.
- Performs liaison with HN and US national HUMINT organizations.

HUMINT ANALYSIS TEAM

2-11. The HUMINT analysis team is the “fusion point” for all HUMINT reporting and operational analysis in the ACE and joint intelligence support element (JISE). It determines gaps in reporting and coordinates with the collection manager to cross-cue other intelligence sensor systems. The HUMINT analysis team—

- Produces and disseminates HUMINT products and provides input to intelligence summaries.
- Uses analytical tools found at the ACE or JISE to develop long-term analyses and provides reporting feedback that supports the J/G/S2X, tactical HUMINT operations section, OMTs, and tactical HUMINT teams.
- Produces country and regional studies tailored to HUMINT collection.
- Compiles target folders to assist J/G2X assets in focusing collection efforts.
- Analyzes and reports on trends and patterns found in HUMINT reporting.
- Analyzes source reliability and credibility as reflected in reporting and communicating that analysis to the collector.
- Develops and maintains databases specific to HUMINT collection activities that directly support the collection efforts of tactical HUMINT teams and are directly accessible by tactical HUMINT teams.
- Provides collection requirements input to the HOC.
- Supports requirements management through the development of HUMINT specific information requirements based on command priority intelligence requirements (PIR).
- Answers HUMINT-related requests for information (RFIs).

CI ANALYSIS TEAM

2-12. The ACE and JISE CI analysis team analyzes threat intelligence collection, and the intelligence collection efforts of foreign persons and organizations involved in terrorism and sabotage, in order to develop countermeasures against them. CI analysis cross-cues SIGINT, measurement and signature intelligence (MASINT), technical intelligence (TECHINT), and IMINT resources in addition to CI-related HUMINT reporting and analysis to counter threat collection capabilities against the deployed force. While the HUMINT analysis team (HAT) supports the positive collection efforts of the force, the CI analysis team supports the "defend" aspects of the commander's force protection program.

2-13. CI analysis is the analysis of the adversary's SIGINT, HUMINT, MASINT, and IMINT capabilities in support of intelligence collection, terrorism, and sabotage in order to develop countermeasures against them. It involves a reverse intelligence preparation of the battlefield (IPB) process in which the analyst looks at US forces and operations from the threat's perspective. CI analytical products are an important tool in the course of action (COA) development in the MDMP. This analytical tool supports the commander's force protection program and facilitates the nomination of CI targets for neutralization or exploitation. See FM 2-01.2 (FM 34-60) for more information on CI analysis.

2-14. CI analysis—

- Produces and disseminates CI products and provides input to intelligence summaries.
- Provides collection requirements input to the TFCICA/CICA.
- Analyzes source reliability and credibility as reflected in reporting and communicating that analysis to the collector.
- Nominates CI targets for neutralization or exploitation.
- Identifies and submits CI-related requirements to fill collection gaps.
- Assists HAT personnel in focusing the CI aspects of the HUMINT collection program.
- Presents CI analysis products such as CI estimates, target lists, reports, and graphics that support the commander.

TACTICAL HUMINT OPERATIONS SECTION

2-15. The tactical HUMINT operations section provides the highest level of technical control within the MI battalion. METT-TC will dictate when a tactical HUMINT operations section is necessary based on the number of OMTs and tactical HUMINT teams in an AOR. For example, if a Corps TEB deploys in support of an operation and there are 4 to 5 OMTs controlling 16 to 20 tactical HUMINT teams, it may be necessary to task organize a tactical HUMINT operations section from existing assets. The tactical HUMINT operations section—

- Prevents the J/G/S2X from becoming inundated with reporting and tracking all the collection assets in the AOR.
- Acts as the final technical and quality control element before HUMINT and CI reports are disseminated to the J/G2X and the ACE or JISE.

- Is the link between OMTs and higher echelon elements when deployed. In smaller operations these functions can be performed by an OMT.
- Provides operational and technical control and intelligence oversight for OMTs and tactical HUMINT teams.
- Coordinates and tracks collection requirements and MI battalion HUMINT and CI activities.
- Receives reports from the OMTs and provides quality control for tactical HUMINT team reporting.
- Maintains resource status reports (RSRs) (for example, significant activities reports, equipment status reports).
- Provides source administration and operational review for CFSO and tactical HUMINT source operations conducted by MI battalion assets.
- Coordinates CI investigations with G/J2X or SCO and ACCO.
- Manages intelligence contingency funds and source incentives for an MI battalion.
- Coordinates with the TFCICA/CICA for technical support such as TSCM or polygraph.

OPERATIONAL MANAGEMENT TEAM

2-16. The OMT performs a necessary function when two or more tactical HUMINT teams deploy to support an operation. The OMT—

- Provides vital technical control to deployed tactical HUMINT teams. (The optimum ratio is 2 to 4 tactical HUMINT teams per OMT.)
- Normally consists of senior warrant officers and noncommissioned officers (NCOs) whose experience and knowledge provide the necessary guidance for effective team collection operations.
- Provides the collection focus for tactical HUMINT teams.
- Provides quality control and dissemination of reports for subordinate tactical HUMINT teams.
- Directs the activities of subordinate tactical HUMINT teams.
- Conducts single-discipline HUMINT analysis, CI analysis, and mission analysis for the supported commander.
- Acts as a conduit between subordinate tactical HUMINT teams, the tactical HUMINT operations section (if applicable), and the unit headquarters.
- Reports the tactical HUMINT team mission and equipment status to the tactical HUMINT operations section (if applicable) or the unit headquarters.

2-17. The ratio of HUMINT and CI assets within the OMT should reflect the composition of the supported collection teams but should also, at a minimum, have some knowledge of both

disciplines. The collection effectiveness of the tactical HUMINT teams is degraded without the guidance of the OMT.

2-18. When two or more tactical HUMINT teams are deployed in direct support (DS) of a maneuver element, an OMT will also be deployed to provide technical control. The OMT works closely with the supported S2 and analysis and control team (ACT) to furnish current threat information and answer the supported commander's PIR and information requirements (IR). The OMT is crucial in—

- Educating the supported commander on the capabilities of the tactical HUMINT teams.
- Integrating the tactical HUMINT teams directly into the maneuver commander's R&S planning.
- Acting as the maneuver commander's primary representative for HUMINT and CI issues.

TACTICAL HUMINT TEAM

2-19. Tactical HUMINT teams are the collectors or operators on the ground and the backbone of HUMINT and CI collection. While HUMINT and CI are separate in unit TO&Es, the tactical HUMINT teams can be task organized to enable the full range of HUMINT collection and CI functions described in Chapter 7. These teams combine the protective aspects of CI with the collection aspects of HUMINT and are tactically tailored to meet mission requirements.

2-20. The standard tactical HUMINT team can be augmented as necessary to meet mission requirements. Primary augmentation is by the addition of military or civilian linguists or security support such as MPs. The mix of HUMINT collectors and CI agents can vary based on METT-TC, ranging from totally CI or totally HUMINT to an equal mix of the two disciplines. Basic automation and technical support equipment (see Chapter 8) needs to be standardized to maximize flexibility and interoperability.

Chapter 3

Command and Control

The C^2 of HUMINT and CI assets in a tactical environment involves different elements working together to ensure unity of command and effort.

There will be numerous HUMINT and CI assets operating in and around the AO often with overlapping responsibilities, particularly in operations from PMEs to small-scale contingencies. The commander's degree of C^2 over these units as well as responsibilities toward them may vary. Commanders must be aware of the command, support, and technical control parameters that exist between the unit and the HUMINT and CI assets to ensure an efficient working relationship and to guarantee they receive the maximum support possible.

ROLE OF THE MI COMMANDER

3-1. MI commanders are responsible for task organization, mission tasking, designation of subordinate AOs, resource allocation, logistics, training, and support of all intelligence disciplines assigned to their units to ensure mission accomplishment. There is a need for a partnership between the J/G2X and the MI commander but not for duplication of effort.

BATTALION COMMANDER

3-2. The MI battalion commander analyzes the higher echelon's mission, concept of operations, and the specified and implied tasks given to the battalion. He restates the battalion mission, designs the concept of operations, task organizes the battalion, and provides support to subordinate units. Specifically, the MI battalion commander—

- Issues mission orders with sufficient details and time for subordinate commanders to plan and lead their units.
- Must know the threat; their organization, ISR systems, counter-ISR systems, operations, and terrain over which his units will operate and how that terrain enhances or limits R&S operations.
- Must be aware of the operational and technical limitations of his unit and ensures all battalion assets are properly positioned and fully synchronized to accomplish the mission.
- Oversees the collective and individual training of the battalion. While the unit may have a tendency to train every intelligence task, the commander must ensure that only mission-essential task list (METL)-related intelligence and non-intelligence tasks are trained. This is done by linking intelligence and non-intelligence tasks in support of the division's METL tasks, which ensures that the MI battalion's METL directly supports the division. These METL tasks become the focus of all the battalion's field training.
- Continually assesses the battalion's ability to sustain its internal operations and its ability to support assigned missions.
- Establishes clear, consistent standards and guidance for current and future operations in order to adhere to the commander's intent without his constant personal supervision.
- Keeps the G2 and G3 informed of unit, equipment, and personnel status that affect collection.
- Advises the division commander and G2 on the capabilities, limitations, and most effective employment of the battalion.

COMPANY COMMANDER

3-3. The MI company commander answers to the battalion commander for the discipline, combat readiness, and training of his unit. The company commander must know the capabilities and limitations of assigned and attached personnel and equipment. During operations, he has the same general command responsibilities as the battalion commander. The company commander—

- Coordinates continuously with the battalion staff, the supported maneuver unit staff, and other commanders to ensure integrated R&S operations and support.
- Remains flexible during operations to adjust or execute missions upon receipt of new orders and when the situation changes.
- Ensures that all intelligence and non-intelligence individual and collective tasks are incorporated into the company METL and trained to standard.
- Continually assesses the company's ability to sustain its internal operations and its ability to support assigned missions.
- Establishes clear and consistent standards and guidance for current and future operations.
- Advises the supported maneuver unit commander and S2 on the capabilities, limitations, and most effective employment of the company.

3-4. The C^2 of HUMINT and CI assets is affected by the specific—

- Command relationships.
- Support relationships.
- Technical control.

COMMAND RELATIONSHIPS

3-5. There are four basic types of relationships that exist between deployed HUMINT and CI assets and their supported units.

- **Organic** - A HUMINT or CI asset is organic to the commander's organization if it is part of the unit's modified table of organization and equipment (MTOE) or table of distribution and allowances (TDA). The commander is responsible for C^2 functions, administrative and Uniform Code of Military Justice (UCMJ) actions, logistical support, and technical support to that unit.
- **Assigned** - A HUMINT or CI asset is assigned to the commander when it is placed in the commander's organization permanently or the commander's organization controls or administers the HUMINT or CI asset for its primary function. The commander is responsible for C^2 functions, administrative and UCMJ actions, logistical support, and technical support for that unit.
- **Attached** - If a HUMINT or CI asset is attached to an organization, it is placed there for a short time. The attachment orders will describe every aspect of the command relationship between the attached unit and the organization. This includes the responsibilities of the unit, the parent unit, and the attached asset as well as the expected duration and specific purpose of the attachment. If the commander of the supported unit is unable to provide the necessary HUMINT and CI-specific equipment or support infrastructure (to include technical support) to the asset, the parent unit must provide it; this support should be specified as such in the attachment orders.

- **Operational Control** - If a HUMINT or CI asset is under the OPCON of a unit, that unit can organize and employ those forces as needed to accomplish its mission. The parent unit retains responsibility for administrative and UCMJ actions, logistical support, and technical support. The supported unit generally provides limited logistical support to the asset in order to facilitate accomplishing the mission.

SUPPORT RELATIONSHIPS

3-6. Support relationships define the responsibilities and relationships between the HUMINT and CI asset and the supported unit. The key to these relationships is which collection requirements are given priority by the HUMINT or CI collection unit. The determination of support relationships must balance the benefits of having HUMINT and CI assets support a particular unit with the benefits of support to the force as a whole during an operation. Note that the balance of benefits is fluid and may change as the operation continues. Two basic types of support relationships apply to HUMINT and CI assets: general support (GS) and direct support (DS). In operations from PMEs to small scale contingencies (SSCs), HUMINT and CI assets normally operate in GS. In an MTW, while CI assets normally remain in GS, HUMINT collection teams are more likely to operate in DS of subordinate elements in support of key operations.

3-7. The purpose of intelligence requirement tasking is to provide selected tactical HUMINT teams with specific requirements, but not necessarily specific instructions, on how to execute missions. In a GS role, the tasking of the HUMINT and CI assets is executed through the parent unit. In a DS role it is executed through the supported unit.

GENERAL SUPPORT

3-8. In a GS role, HUMINT and CI assets focus primarily on the collection requirements of the entire command to which it is organic, assigned, attached, or OPCON rather than to any subordinate element of that command. Subordinate units can request assistance from the GS HUMINT and CI asset, but higher headquarters determines the assets' priorities and missions. This relationship neither prevents a GS team from supporting the units within the team's AOR nor inhibits the timely reporting of threat information affecting those units.

3-9. The tactical HUMINT team should receive its logistic and administrative support from its parent unit unless a support relationship is established with the subordinate unit responsible for its AO. It is common to establish an administrative control relationship in which, for example, a team operating in a brigade area in GS of a division will rely on that brigade for administrative and logistical support. A GS unit operating in a subordinate unit's area will be under the operational constraints imposed by the commander of that subordinate unit unless otherwise specified by higher headquarters. For example, a brigade, due to a specific threat, may confine all units to base areas. This would apply to the HUMINT team's operating in a GS mode in that area unless specifically countermanded by higher headquarters. Establishing clear procedures is vital for successful GS team operations.

DIRECT SUPPORT

3-10. A HUMINT and CI asset is DS when it is organic, assigned, attached, or OPCON to a parent unit; however, its priority of support is to a subordinate element of that unit. Its primary focus is to receive and answer the PIR and IR of the supported unit. The HUMINT and CI asset's parent unit retains command and technical control functions. This relationship is best used when—

- The supported unit has continuous requirements, the scope of which cannot normally be provided by a GS team.
- The subordinate unit has specific requirements, the accomplishments of which are critical to the parent unit's overall mission accomplishment.
- A team may be tasked for a specific period or for the duration of an operation. The orders to the DS assets must clearly identify the period and circumstances of the relationship.

3-11. In DS, the supported unit provides all administrative and logistical support unless otherwise specified by the order. The DS team may rely on the parent unit for technical and logistical support not resident in the supported unit. The DS company is responsible for the coordination of this support. For example, a corps tactical HUMINT team in DS of a brigade should coordinate its support requirements through the MI DS company at that brigade. See Table 3-1 for support relationships.

Table 3-1. Support relationships

RELATIONSHIPS	Has command relationship with:	May be task organized by:	Receives logistic support from:	Receives tasking from:	Establishes and maintains communications with:	Collection priorities established by:
COMMAND						
ORGANIC/ ASSIGNED	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Parent Unit
ATTACHED	Gaining Unit	Gaining Unit	Gaining Unit	Gaining Unit	Gaining Unit	Gaining Unit
OPCON	Gaining Unit	Gaining Unit	Parent Unit	Gaining Unit	Parent Unit, Gaining Unit	Gaining Unit
SUPPORT						
GENERAL SUPPORT	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Parent Unit
DIRECT SUPPORT	Parent Unit	Parent Unit	Parent Unit	Supported Unit	Parent Unit, Supported Unit	Supported Unit

TECHNICAL CONTROL

3-12. Technical control is the supervision of the TTP for conducting collection. Commanders direct operations but rely on resident expertise organic within their unit in developing, managing, and controlling the HUMINT and CI effort. Technical control is assisting teams in translating executable tasks derived from intelligence requirements. Technical control may encompass the following functions:

- Define and manage operational coverage and direction.
- Identify critical collection criteria such as indicators associated with targeting.
- Advise teams on collection techniques and procedures.
- Register and deconflict sources.
- Conduct operational reviews.
- Advise senior intelligence officers (SIOs).
- Conduct operational coordination with staff elements.
- Conduct operational coordination with other intelligence agencies.
- Manage intelligence contingency fund (ICF) and incentive usage.
- Train HUMINT and CI assets.

REPORTING

3-13. Basically, there are three major categories for reporting information: operational reports, technical reports, and intelligence reports.

OPERATIONAL REPORTS

3-14. Operational reporting tells the MI commander where and when assets are conducting missions and what support must be provided to accomplish those missions. Operational reporting is sent via the organic communications architecture.

3-15. Operational reports should be forwarded to the MI commander of the element reporting; this is usually the MI unit resident at the level a DS team is operating or the parent unit of a GS element. Operational reports include but are not limited to—

- RSRs, which detail sensitive items, personnel strengths and conditions, and equipment status.
- Mission planning reports.
- Mission status reports.

TECHNICAL REPORTS

3-16. Tactical HUMINT collection assets provide technical reports to the OMT supporting the tactical HUMINT team. These reports include but are not limited to—

- Contact reports.
- CI investigative reports.
- ICF usage reports.

3-17. The tactical HUMINT control team provides quality control, databasing, technical support and advice, and limited analysis based on these reports. The OMT forwards these reports to tactical HUMINT operations or the G2X via organic communications architecture.

INTELLIGENCE REPORTS

3-18. Teams forward intelligence information reports through their respective OMT (if one exists at their echelon) to the supported unit's S2 or the S2's analytical element. For example, a unit in DS of a brigade reports intelligence to the brigade S2 or ACT. A division GS team operating in a brigade area should report its information through the tactical HUMINT operations team to the division G2 or ACE. Units affected by the intelligence should also be notified.

3-19. The J/G2X is the release authority for all HUMINT and CI reporting to the ACE. In the ACE the information is placed into local and national level databases and fused into all-source analysis products. The GS team also reports all intelligence impacting on the brigade to the brigade S2 and ACT. This relationship between the HUMINT and CI asset and the supported unit S2 is critical for the success of the collection effort.

3-20. See Figure 3-1 for an example of reporting connectivity for the operational, technical, and intelligence reports.

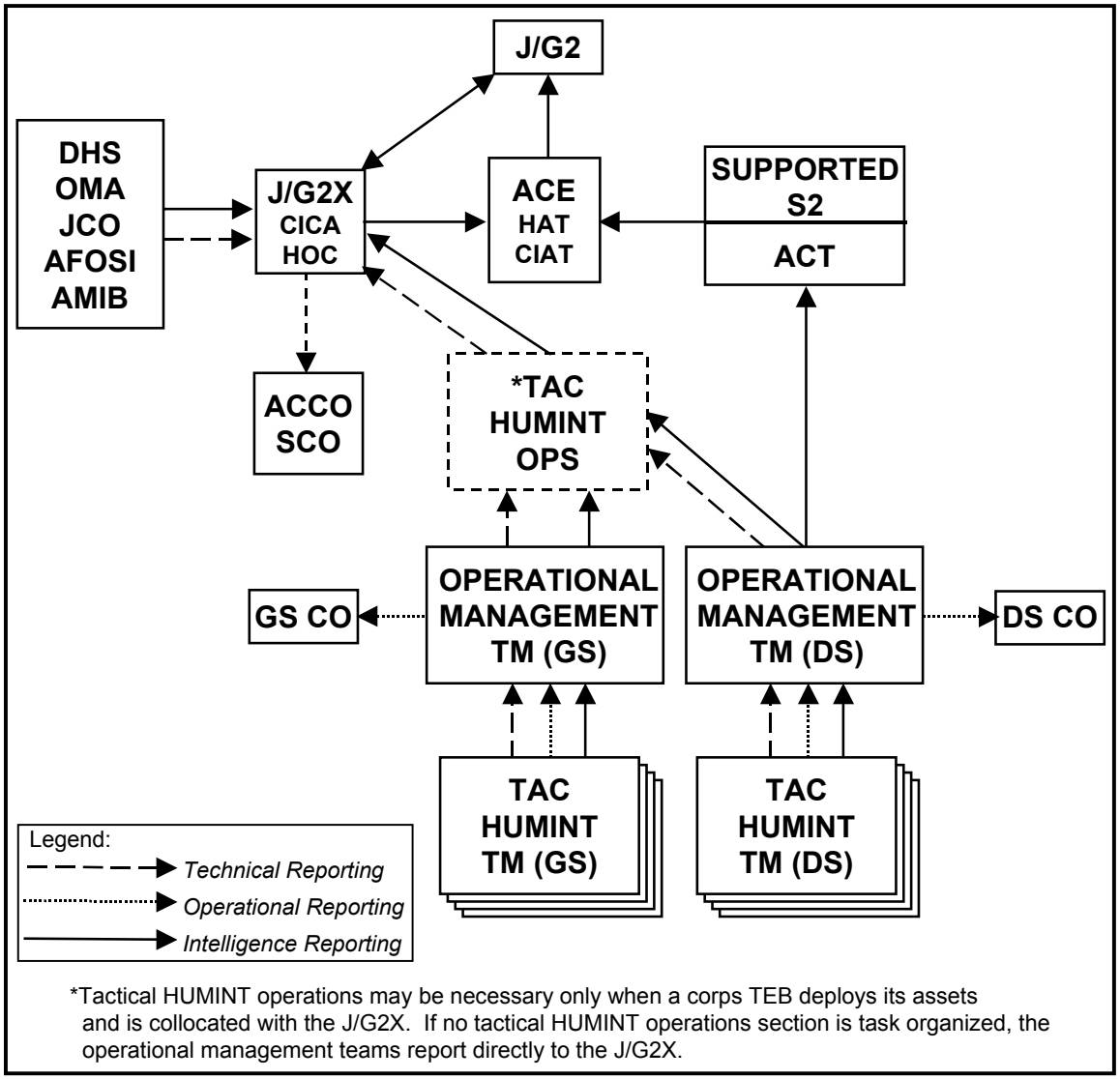

Figure 3-1. HUMINT and CI reporting channels

Chapter 4

Collection Activities

All personnel on the battlefield—whether friendly, neutral, or hostile—are potential sources of HUMINT. The tactical HUMINT team must move quickly and systematically to establish an information collection system. This involves matching different methods of collection to the appropriate sources of information.

Collection methodology

4-1. The information collection system extends into every aspect of life in the AO and taps every facet of potential information. This output is expressed in terms of six collection methodologies:

- **Debriefing** – Debriefing is the questioning of individuals who are sources of information in a strategic or operational environment to obtain information in response to command and national level intelligence needs (FM 1-02 (FM 101-5-1)). The primary categories of sources for debriefing are military personnel (such as patrols), personnel who have been in contact with HN personnel, business people who may have worked in the areas of interest (AOIs), and foreign personnel such as refugees and local inhabitants.
- **Interrogation –** Interrogation is the systematic effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person who is in the custody of the forces conducting the questioning. Some examples of interrogation sources include EPWs and detainees.
- **Elicitation** – Elicitation is the gaining of information through direct interaction with a human source where the source is not aware of the specific purpose for the conversation. Elicitation is the baseline method for initiating source operations.
- **Interview** – Interview is the questioning of an individual to ascertain the individual's degree of knowledge on various topics; interviews are also used in reference to a CI investigation.
- **Screening** – Screening is the process of identifying an individual for further exploitation. Discriminators used in screening can range from general appearance and attitude to specific questions to assess areas of knowledge and degree of cooperation. Screening is not in itself an intelligence collection technique but a timesaving measure that identifies those individuals most likely to answer PIR or to be of CI interest.
- **Surveillance** – Surveillance is the process of keeping a person, place, or other target under physical or technical observation. Surveillance may be conducted to collect data to enhance the safety of a specific HUMINT or CI operation or to collect information to answer collection requirements. HUMINT and CI surveillance is not for physical security purposes. The type of surveillance conducted, whether physical or technical, is METT-TC dependent.

4-2. Collection methodology techniques are further explained in FM 2-22.3 (FM 34-52) and FM 2-01-2 (FM 34-60). Regardless of how information is collected, any information gathered concerning US persons must be handled in accordance with AR 381-10.

OPERATIONS

4-3. There are two types of operations used in collection activities:

- Tactical HUMINT collection operations.

- Tactical HUMINT support operations.

TACTICAL HUMINT COLLECTION OPERATIONS

4-4. Tactical HUMINT operations are conducted using HUMINT and CI collection techniques to meet the mission requirements of both disciplines.

- **CI Force Protection Source Operations** - CFSO is a tactically oriented, overt CI collection program that uses human sources on the battlefield to identify potential and actual intelligence collection threats to deployed US and coalition forces. CFSO is a valuable tool that can provide critical information to a commander as well as answer intelligence requirements. Under the CFSO program, tactical CI assets have at their disposal sources to provide information on threat intelligence collection activities against deployed US and coalition forces. These sources can also contribute to the tactical MDMP. This program requires a great deal of planning, and CI planners must seek approval for CFSO **before** the operation begins; doing so **after** a unit has deployed into an operational area is usually too late (see AR 381-172(S)).
- **HUMINT Contact Operations** - HUMINT contact operations are tactically oriented, overt collection activities that use human sources to identify attitude, intentions, composition, strength, dispositions, tactics, equipment, target development, personnel, and capabilities of those elements that pose a potential or actual threat to US and coalition forces. These forces provide early warning of imminent danger to US and coalition forces and contribute to the MDMP.
- **Liaison Operations** - Liaison operations are programs to gain rapport with, and elicit information from, host country and allied military and civilian agencies. Liaison is conducted with HN military and LEAs to answer collection requirements, coordinate activities, and foster cooperation between US, coalition, and HN LEAs and security personnel.
- **DOCEX Operations** - DOCEX operations are the systematic extraction of information from documents in response to collection requirements. They may be conducted by military personnel only or may utilize civilian translators under military supervision.
    - **Open Source Information Operations** - Open source information operations are the systematic extraction of information from open sources such as television, radio broadcasts, Internet sites, and publications. This is done in response to intelligence

or planning requirements. These operations are not exclusive to HUMINT. All intelligence disciplines can participate and benefit from these operations.

- **Surveillance Operations** - Surveillance operations are the observation of

a facility, activity, or individual to answer collection requirements or support any number of CI programs. CI personnel conduct surveillance to support CI investigations and operations.

- **Screening Operations** - Screening operations are both tactical HUMINT and CI and are conducted to identify or assess possible sources—
  - Who may be able to answer collection requirements?
  - Who can be used as a force protection source?
  - Who may pose a threat to US forces as a part of a base or area security program?

4-5. Screening operations include—

  - Mobile and static checkpoint screening to include screening of refugees and displaced persons.
  - Screening as part of a cordon and search operation.
  - Locally employed personnel security screening.
  - EPW and detainee screening.

- **Interrogation and Detainee Operations** - Interrogation and detainee operations are the systematic questioning of large numbers of EPWs or detainees in response to collection requirements. These operations are usually conducted at an MP or other agency-operated collection facility.
- **Friendly Force Debriefing Operations** - Friendly force debriefing operations are the systematic debriefing of US forces to answer collection requirements. These operations must be coordinated with US units.
- **Refugee Debriefing Operations** - Refugee debriefing operations are the systematic debriefing of refugees to answer collection requirements. These are usually conducted at refugee collection points or checkpoints and may be integrated into CA or MP operations.

TACTICAL HUMINT SUPPORT OPERATIONS

4-6. Tactical HUMINT support operations are operations using multidiscipline analytical and assessment techniques.

- **CI Support to Threat Vulnerability Assessments** - CI support to a threat vulnerability assessment (TVA) is an assessment of a command or facility's susceptibility to foreign intelligence collection. Most assessments also evaluate intelligence collection threats from terrorist and insurgent groups, as well as susceptibility to sabotage. The TVA is a comprehensive force protection tool when conducted under the direction of the G3/S3 and as a collaborative effort to include, but not limited to CI personnel, medical, MP, engineer, and special operations assets.

- **Tactical HUMINT Support to Force Protection** - A commander's force protection program encompasses many assets designed to provide survivability to the force. HUMINT collection can supply information in support of a supported commander's force protection program while CI can use its unique collection capabilities to identify FISS and terrorist threats. Support to force protection can and should be applied to all aspects of a unit's operations.

CI INVESTIGATION AND TECHNICAL SUPPORT

4-7. CI investigations are operations requiring CI certification. Only CI agents with a badge and credentials may conduct these types of operations. Due to their credentials, there are often legal restrictions regarding the use of CI agents that do not apply to HUMINT collectors. For example, the use of CI agents to collect information on criminal activities is severely curtailed. HUMINT collectors, on the other hand, are prohibited to engage in CI investigative operations in any capacity other than as a translator or assistant.

- **CI Investigations** - CI agents are trained to conduct investigations into national security crimes. The average tactical HUMINT team will not spend a great amount of time conducting CI investigations and will require assistance from operational and strategic CI assets to conduct any more than initial CI investigations. Areas of CI investigation include espionage, terrorism, treason, subversion, sedition, and intrusion of automated information systems. Although HUMINT and CI personnel are capable of conducting a wide range of each other's duties, only CI personnel are authorized to conduct CI investigations. Investigations are conducted in accordance with ARs 381-10, 381-12, and 381-20.
- **CI Technical Support** - CI elements from INSCOM bring some valuable technical capabilities to a contingency area. These include TSCM capabilities, TEMPEST and C^2 protect, and polygraph support.

Human Sources

4-8. Every person—friendly, hostile, or neutral—is a potential source of information. The HUMINT information collection system uses various methods to collect information from a number of sources. The tactical HUMINT team does not confine itself to one method of collection or a single type of source. The effectiveness of HUMINT collection lies in creating a balanced mix of collection methods applied to a variety of sources. Three levels are used to distinguish between the types of contacts:

- Level 1 – One-time contact.
- Level 2 – Continuous contact.
- Level 3 – Formal contact.

4-9. The following sources are not all-inclusive nor are the listed categories exclusive. For example, a local national employee might be a walk-in source and later be developed as a CFSO source. With the exception of Level 1, there is no limit on the number of times a team

can meet sources without making them Level 3. However, all sources must be registered with the J/G2X after the first meeting.

LEVEL 1 - ONE-TIME CONTACT

4-10. The one-time contact is a source of information of value who was and will be encountered only once. A one-time contact could, for example, be a traveler who happened to pass through the AO. Other than the information obtained from a one-time contact, the tactical HUMINT team must make a reasonable effort to obtain as much basic data as possible about the one-time contact. Complete name, occupation, address, and other basic data of this source are crucial for a thorough analysis of the information provided.

4-11. The one-time contact and the information he provides cannot be assessed and evaluated independently; however, the information provided by a one-time contact must be reported and corroborated through other HUMINT sources and even other intelligence disciplines. If a one-time contact is encountered for a second time and provides information of value, then they may be treated as a developmental lead.

Walk-In

4-12. The walk-in is any person, regardless of affiliation, who volunteers information of value to US forces on his own initiative. The walk-in source may volunteer information by approaching a tactical HUMINT team, other R&S elements, or US forces in general anywhere in the battlespace.

4-13. The supported unit must have in place a program to identify, safeguard, and direct the walk-in to the appropriate collection asset for an interview. The collection asset will interview the walk-in to determine the type of information the source has and to determine and evaluate the reliability of the individual.

4-14. After identifying the type of information, the collector determines if he has the jurisdiction to collect that information. If, for example, the walk-in wishes to report a crime, the collector refers that individual to the proper agency. Systematic questioning plans, deception, detection techniques, and cross-checking of information are used extensively in the evaluation process. Concurrently, there are national level directives, DOD directives, and Army regulations that direct specific actions to be taken with a walk-in.

4-15. When dealing with a walk-in source, the supported unit and the collection asset must guard against adversary intelligence or other intelligence collection attempts; they must also protect legitimate sources of information. The walk-in is thoroughly debriefed on all areas of information relevant to collection requirements, and any information of value is reported.

Development Lead

4-16. A developmental lead is an individual identified through social and professional status, leads, source profiling, or other techniques that has knowledge required by the commander. As such, the tactical HUMINT team normally should express operational interest as soon as possible. While not every developmental lead becomes a source of information, the tactical

HUMINT team should see each developmental lead as a potential source of information and apply the appropriate security measures.

4-17. The developmental lead is continuously assessed to verify his placement and access to the type of information the tactical HUMINT team is seeking. Additionally, the tactical

HUMINT team continuously assesses the motivation and characteristics of the developmental lead.

LEVEL 2 - continuous contacts

4-18. These are individuals met by HUMINT and CI personnel for the purposes of collecting information in response to the commander's PIR.

Local National and Third-Country National Employees

4-19. Local national and third-country national employees are non-US personnel from either the country in which the US forces are operating or a third country who are either employed by US forces directly or through a contractor to provide logistical support and services. One of the purposes of locally employed personnel screening is to assess these individuals as potential sources of information.

4-20. Local national and third-country national employees can be a prolific source of information about local attitudes and events, particularly in a restrictive environment where US contact with the local population is curtailed. Their information can be significant in a force protection role. The collector must register these individuals with the J/G2X.

4-21. All locally employed personnel are considered a security risk and must be screened and evaluated by the collector. There are situations when locally employed personnel approach US forces to volunteer information. In these situations, they must be dealt with as walk-ins.

Displaced Personnel

4-22. Displaced personnel include refugees and émigrés. They are an excellent source of information about denied areas and can be used to help identify threat agents and infiltrators. The degree of access HUMINT collectors have to displaced persons depends on the rules of engagement (ROE) and Status of Forces Agreements (SOFAs) in effect. HUMINT collectors can work with CA or other programs dealing with displaced persons.

4-23. Displaced persons are normally considered one-time sources but may be incorporated into other long-term collection programs if their degree of knowledge warrants this. In this case adherence to the restrictions involving source operations is necessary.

US Forces

4-24. US forces have many opportunities to interact with the local population in the normal course of their duties in operations from PMEs to MTW. They are perhaps the most under-utilized HUMINT collection resource. Some US forces, such as combat and R&S patrols, are tasked and debriefed by the appropriate level S2, but others, such as medical teams or

engineers who have extensive contact with the local population, are seldom debriefed. Commanders and staff members who serve as liaison with the local population and local government officials can be fruitful sources of information. CA, PSYOP, MP, and other elements also have legitimate reasons to conduct liaison and should be debriefed as appropriate.

4-25. The friendly force debriefing effort can succeed only with command emphasis. HUMINT collection elements need to coordinate with local units to identify those individuals who would be most profitable to debrief and to further coordinate with them for time to conduct the debriefing. HUMINT collectors must ensure that their friendly force debriefing effort does not interfere with the normal duties of the person being debriefed. Except for patrols and R&S elements whose job is information collection, US forces should not be tasked to collect specific information but should be questioned only on what they encountered in the normal performance of their duties.

Official Liaison

4-26. Liaison with local military, government, or civilian agency officials provides an opportunity to collect information required by the commander. The tactical HUMINT team meets with these officials to conduct liaison, coordinate certain operations, collect information, and obtain leads to potential sources of information.

4-27. Elicitation is the primary technique used with liaison contacts, although in many cases there is a more formal exchange of information. Information obtained by these elements through liaison normally tends to be the party line and may not be entirely accurate or complete.

Detainees

4-28. A detainee is any person captured or otherwise detained by an armed force. An EPW is a detainee who meets the criteria of Articles 4 and 5 of the Geneva Convention relative to the treatment of prisoners of war.

4-29. Within the limits of the ROE and SOFAs, detained persons may be interrogated. They are frequently excellent sources of information but in many instances the access of the HUMINT collector to the detainees is severely curtailed. For example, when supporting a counterinsurgency, the supported government may consider all captured insurgents to be criminals and not allow US forces access to them. In these instances, US HUMINT collectors should attempt to sit in during local questioning; they could submit questions or, at a minimum, coordinate to receive the reports from the local authority. The US HUMINT collector must remember that, regardless of the legal position of the detainee, they must be treated in accordance with the appropriate Geneva Convention.

LEVEL 3 - FORMAL CONTACT

4-30. These are individuals who have agreed to meet and cooperate with HUMINT and CI soldiers for the purpose of providing information. HUMINT and CI soldiers use Level 3 contacts

to provide specific information. While these meetings are overt, Level 3 contacts are met discretely to protect their relationship with HUMINT and CI soldiers. Knowledge of their meeting with HUMINT and CI soldiers is restricted. Tactical HUMINT teams take extraordinary measures to protect their relationship with the contacts.

OTHER SOURCES

4-31. OTHER SOURCES ARE ANY SOURCES NOT DISCUSSED ABOVE. GENERALLY, THEY FALL IN TWO CATEGORIES: OPEN-SOURCE INFORMATION AND CAPTURED ENEMY DOCUMENTS (CEDS) OR CAPTURED ENEMY EQUIPMENT (CEE).

OPEN-SOURCE INFORMATION

4-32. Open-source information is publicly available information appearing in print or electronic form. Open-source information may be transmitted through radio, television, newspapers, commercial databases, electronic mail networks, or other electronic media like CD-ROMs. Whatever form they take, open sources are —

- Not classified at their origin.
- Not subject to proprietary constraints.
- Not the product of sensitive contacts with US or foreign persons.

4-33. In all operations, open-source collection is a valuable addition to the overall intelligence collection effort. Open-source information supplements the HUMINT collection effort, and all types of open sources must be considered for exploitation. Open sources are evaluated and categorized as friendly, neutral, or hostile. HUMINT collectors—due to their knowledge of the area, language capability, and DOCEX training—are excellent exploiters of open- source information produced by and about foreign adversaries.

4-34. Certain high value open-source information sources may be identified for continuous monitoring. Other open-source information sources may be identified to screen for the presence or lack of specific indicators. In addition, the information obtained from open sources is extremely helpful for the tactical HUMINT team members to be current with the latest developments in the AO, which enables them to establish rapport and effectively converse with their sources.

CAPTURED ENEMY DOCUMENTS OR CAPTURED ENEMY EQUIPMENT

4-35. A CED is any piece of recorded information obtained from the threat or a hostile party, which subsequently comes into the hands of the US forces. In certain operations from PMEs to

MTW, such as counterinsurgency, CEDs may be a more valuable source of information than human sources. (See FM 2-22.3 (FM 34-52) for more information on the DOCEX process.)

4-36. CEE is any piece of equipment obtained from a threat, which subsequently comes into the hands of US forces. CEE ranges from the smallest specialized electronic devices to huge pieces of machinery and weapons or weapons systems. While not specifically a HUMINT task, HUMINT collectors, because of their training in human information collection and DOCEX, frequently become involved in equipment exploitation. HUMINT collectors support CEE exploitation by questioning equipment operators or translating operational manuals and writings about the equipment (such as data plates, warnings, and other instructions).

Chapter 5

Team Operations

The tactical HUMINT team is the basic unit of a robust architecture which extends from the foxhole to the departmental level. The team, which is your eyes and ears, is trained and equipped to plan, collect, investigate, and analyze threat information to support the MDMP and force protection effort.

Tactical HUMINT teams are capable of conducting a variety of activities. These units are highly modular and mobile. They require state-of-the-art automation and dedicated and secure communication equipment to report and disseminate time-sensitive information to commanders as well as to higher, lower, and adjacent units. Configured in response to a commander's needs, tactical HUMINT teams are tactically tailored based on the type and phase of a military operation. Specifically, they can—

- Collect information from human sources to answer the commander's PIR and IR.
- Receive and input threat database information.
- Manipulate and analyze information.
- Incorporate information into their operational planning.
- Produce tactical intelligence information reports and products.

MI unit commanders must ensure their tactical HUMINT teams have the necessary equipment to accomplish the mission. They provide operational support as needed to teams that are DS to another unit. FM 2-22.3 (FM 34-52), FM 2-01.2 (FM 34-60), and various echelon MI field manuals provide more information on HUMINT and CI support to an MTW.

CONCENTRIC RINGS OPERATION METHODOLOGY

5-1. Most operations are initiated with the establishment of a lodgment and defense of that lodgment area. There is a subsequent expansion of operations to encompass the entire AO.

5-2. The general concept of a team's operation is to establish concentric rings of defense around US forces starting from the supported unit's base of operations and working out. Each ring of defense is balanced and based on the threat environment and the commander's need to develop his knowledge of the tactical situation. Once a certain information collection ring is in place, it is not abandoned; however, the focus of the tactical HUMINT team shifts to expand and establish a second ring of defense. The amount of time spent establishing each ring is situationally dependent.

Initial Phase

5-3. The initial phase of operations from PMEs to MTW is used to lay the foundation of future team operations. In general, the priority of effort is focused inward on base camp security. The team conducts TVAs of base camps and initial and follow-up security screenings of locally employed personnel, if any. The supported unit S2, with the assistance of the team, establishes procedures to debrief R&S assets operating in the supported unit AO, as well as regular combat patrols or logistics convoys.

5-4. The team lays the groundwork for future collection efforts by establishing liaison with local authorities, as well as developing plans and profiles for HUMINT collection, CFSO, and other source operations. The team contributes to open-source information collection.

Continuation Phase

5-5. Following the initial phase, the tactical HUMINT team's focus shifts outward. The team continues performing HUMINT collection and CI analytical and support functions within the base camp.

5-6. The team also expands its collection effort to outside the base camp to include CFSO to answer the supported unit’s requirements and to report timely threat collection indicators against US forces. CI personnel from the team may also conduct initial SAEDA investigations as required to identify reported threat intelligence collection efforts.

LEVELS OF EMPLOYMENT

5-7. Tactical HUMINT teams may be employed with varying degrees of contact with the local population. As the degree of contact with the population increases, both the quantity and quality of HUMINT collection increases. In many instances, however, there is a risk to the tactical HUMINT team inherent with increased exposure to the local population.

5-8. The decision at what level to employ a tactical HUMINT team is METT-TC dependent. The risk to the collection assets must be balanced with the need to collect priority information and to protect the force as a whole. The deployment and use of HUMINT collection assets and CI agents may be severely curtailed by legal restrictions, ROEs, SOFAs, directions from higher headquarters, and the overall threat level. The commander should consider exceptions to the

ROE to facilitate HUMINT and CI collection. The four basic levels of employment for the tactical HUMINT team are discussed below. Figure 5-1 shows these levels as well as their collection potential versus team security.

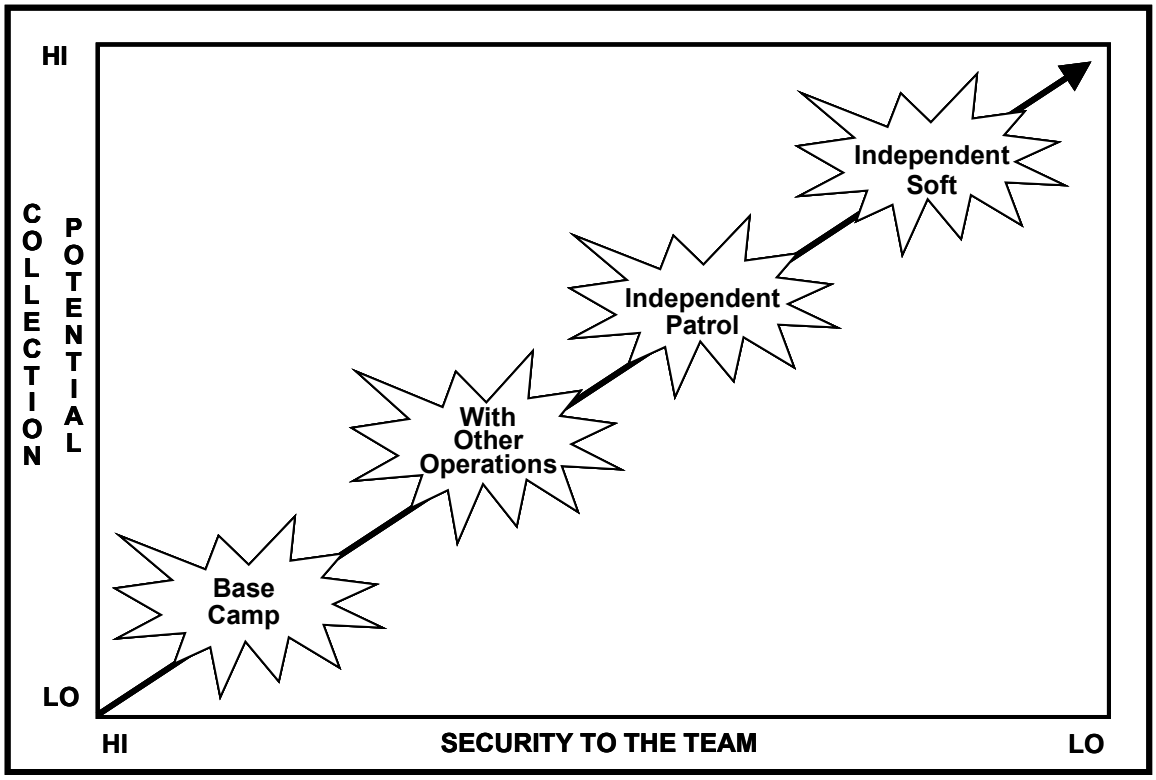

Figure 5-1. Team level of employment

CONFINED TO BASE CAMP

5-9. Confining the tactical HUMINT team to base camp minimizes the risk to the team. This action, however, minimizes the collection potential and maximizes the risk to the force as a whole. While confined to a base camp, the tactical HUMINT team can maintain an extremely limited level of information collection by—

- Interviewing walk-in sources and locally employed personnel.

- Debriefing combat and R&S patrols.
- Conducting limited local open-source information collection.
- Contributing to the TVA of the base camp.

5-10. This mode of deployment should be used only when dictated by operational restrictions. These would be at the initial stages of operations from PMEs to MTW, when the operational environment is being assessed, or as a temporary expedient when the threat level exceeds the ability to provide reasonable protection for the collectors.

INTEGRATED WITH OTHER OPERATIONS

5-11. Under some circumstances, when it is not expedient to deploy the tactical HUMINT team independently due to threat levels or other restrictions, it can be integrated into other ongoing operations. The tactical HUMINT team may be employed as part of a combat, R&S, or MP patrol or used to support CA, PSYOP, engineer, or other operations.

5-12. This method reduces the risk to the team while greatly increasing its collection potential over the confined method. It has the advantage of placing the team in contact with the local population and allowing it to spot, assess, and interact with potential sources of information. The integration into other operations can also facilitate the elicitation of information. However, this deployment method restricts collection by subordinating the team's efforts to the requirements, locations, and timetables of the unit or operation into which it is integrated.

5-13. Integration can be done at the team or individual collector level. Only trained collectors are used in situations with an intelligence collection potential, but it is wasting a valuable asset to use them in a function that could be performed by a civilian translator.

AS AN INDEPENDENT PATROL

5-14. One of the key elements to the tactical HUMINT team's success is the opportunity to spot, assess, and develop relationships with potential sources of information. Operating as independent patrols, without being tied to R&S or combat assets, enables the tactical HUMINT teams maximum interaction with the local population, thereby maximizing the pool of potential sources of information. The tactical HUMINT team must be integrated into the supported unit's R&S plan. The team chief will advise the supported unit on the specific capabilities and requirements of the team to maximize mission success. This method also increases the risk to the team.

5-15. Tactical HUMINT team members must carry the necessary firepower for self-protection. They must also have adequate communications equipment to call for help if needed. The team's posture, equipment, and appearance will be dictated by overall force restrictions and posture. When operating as an independent patrol, the team should not stand out from overall US forces operations. If US forces are in battle-dress uniforms and operating out of military vehicles, so should the HUMINT collectors and CI agents.

INDEPENDENT IN SOFT COVER

5-16. Along with the opportunity to spot, assess, and interact with potential sources of information, a second key element of tactical HUMINT team success is its approachability to the local population. Experience has shown that the local population in general is apprehensive of fully and openly armed patrols and soldiers moving around population centers. A soft posture enables a tactical HUMINT team to appear as nonthreatening as possible.

5-17. Risks are minimized through the situational awareness of tactical HUMINT team members. They plan and rehearse to readily react to any situation and carry the necessary firepower to disengage from difficult situations. If it becomes necessary to call for help, adequate communications equipment is critical.

5-18. During some operations civilian attire or nontactical vehicles may be used to lower the tactical HUMINT team profile. **NOTE: In some special situations, this is done to make the operation less visible to the casual observer.** Also, in some cultures, sharing food and beverages among friends is expected and should be considered when placing restrictions on tactical HUMINT team operations, many of which are geared towards

developing relationships with potential sources of information. Always weigh the risk to the collector versus the potential gain in information.

5-19. A supported unit commander is often tempted to keep the tactical HUMINT team "inside the wire" when the threat condition (THREATCON) level increases. The supported unit and parent commanders must compare the gains of the tactical HUMINT team collection effort with the risks posed. This is necessary especially during high THREATCON levels when the supported unit commander needs as complete a picture as possible of the threat arrayed against US or allied and coalition forces.

EQUIPMENT REQUIREMENTS

5-20. Teams have HUMINT and CI-specific equipment requirements. These requirements can be categorized into five groups:

- Weapons.
- Transportation.
- Communications.
- Automation.
- Miscellaneous.

WEAPONS

5-21. Team operations in any but the most permissive environments are inherently dangerous. Team members must be able to present a nonthreatening appearance while maintaining adequate self-protection. To ensure the flexibility needed, each team member should be equipped and trained with a sidearm and rifle. Some missions or situations may require a

weapon with a high rate of fire like the Squad Automatic Weapon or machine gun. One of these should be available to the team and all members trained to operate it.

5-22. The team should not operate independently in high threat environments that require greater protection than that provided by organic team assets. In this instance, the team should be provided with a combat escort or integrate its operations with units having sufficient firepower. The team also must be equipped with defensive pyrotechnics like crowd control devices or smoke grenades.

TRANSPORTATION

5-23. Team transportation must ensure mobility, versatility, and survivability. The vehicle must be highly maneuverable in all operational environments, including narrow and unimproved routes, and have adequate power and space to accommodate the team and its gear. It also must be fully enclosed to provide reasonable protection from mine blasts, small arms fire, shrapnel, and extreme weather conditions. The tactical HUMINT team vehicle must also have self-recovery capability.

5-24. There are missions and operations which may require the team to maintain as low a profile as possible. Depending on the type of operations from PMEs to MTW, different types of vehicles may function more effectively within different areas. Different types of vehicles may be required to undertake various functions within a single environment. During higher intensity operations, command and utility-configured high mobility multipurpose wheeled vehicles (HMMWVs) are essential to the team's function. Moreover, hardened HMMWVs are superior for security purposes in conducting the tasks required of the overwatch element of the team.

5-25. Movement within built-up areas (such as towns and cities) may require the use of civilian vehicles. Furthermore, command policies within certain AOs may preclude military vehicles from entering built-up areas due to agreements with the country's government. In these situations the team must have access to nontactical vehicles. The ideal nontactical vehicle would incorporate the above-mentioned characteristics in a civilian type vehicle similar to security detail vehicles.

COMMUNICATIONS

5-26. Dedicated and secure long-range communications are key to the success of the tactical HUMINT team mission. Tactical HUMINT team operations require a three-tiered communications architecture (see Chapter 8).

5-27. The tactical HUMINT team must have access to existing communications networks such as the tactical local area network (LAN). The tactical HUMINT team must also be equipped with its own communications security devices. It is imperative that the tactical HUMINT team acquire access to the public communication system of the HN. This can be in the form of either landlines or cellular telephones. Such access enables the tactical HUMINT team to develop leads which can provide early indicators to US forces.

AUTOMATION

5-28. The tactical HUMINT team must rely on automation to achieve and maintain information dominance in a given operation. With time, effective collection planning, and management at all echelons, the tactical HUMINT team can collect a wealth of information. This information must be sorted and analyzed in a timely and efficient manner. Automation helps the tactical HUMINT team to report, database, analyze, and evaluate the collected information quickly and to provide the supported unit with accurate data in the form of timely, relevant, accurate, and predictive intelligence.

5-29. Automation hardware and software must be user friendly as well as interoperable among different echelons and services. They must interface with the communications equipment of the tactical HUMINT team as well as facilitate the interface of audiovisual devices. Technical support for hardware and software must be available and responsive.

MISCELLANEOUS

5-30. The tactical HUMINT team may conduct night operations and must be equipped with night-vision devices for both its members and their weapons systems. The tactical HUMINT team also may operate in urban and rural areas, where the threat level can vary from semi-hostile to hostile. The safety of the tactical HUMINT team can be enhanced with equipment that can detect, locate, suppress, illuminate, and designate hostile optical and electro-optical devices. In addition, high power, gyro-stabilized binoculars, which can be used from a moving vehicle, also increases the survivability of the tactical HUMINT team. It also gives the team another surveillance and collection device.

5-31. Some of the tactical HUMINT team missions may require the documentation of incidents. The following equipment are assets the tactical HUMINT teams can use in their open-source collection efforts.

- Small, rugged, battery-operated digital camcorders and cameras that are able to interface with the automation and communication devices.
- Ground positioning systems that can be mounted and dismounted to move in the AO efficiently.
- Short-range multichannel radio frequency scanning devices that can also identify frequencies which enhance their security.
- Multisystem television (TV) and videocassette recorder (VCR). Coupled with hardware and software to interface the audiovisual equipment with the automation equipment, the TV and VCR can provide valuable images to be studied in detail and incorporated into databases.

TACTICS, TECHNIQUES, AND PROCEDURES

5-32. At the tactical HUMINT team level, team members conduct mission analysis and planning specific to their AO. Backwards planning and source profiling are used extensively to choose HUMINT and CI targets. To verify adequate area coverage, the tactical HUMINT team may

periodically develop and use HUMINT and CI target overlays and other HUMINT and CI analysis tools that illustrate the HUMINT situation, identify HUMINT gaps, and help refocus the collection effort.

5-33. The tactical HUMINT team is also in constant contact with the supported S2 and the other R&S assets (Scouts, PSYOP, CA, and MPs) in order to coordinate and deconflict operations and to cross-check collected information. The supported unit S2, with the help of the tactical HUMINT team, regularly and systematically debriefs all R&S assets.

INTEGRATING LINGUISTS AND DOD EMERGENCY-ESSENTIAL CIVILIANS

5-34. Civilian linguists and DOD emergency-essential civilians, such as technical support contractors, should be integrated into the tactical HUMINT team as soon as possible. Security clearances and contractual agreements will help the team determine the level of integration.

5-35. Along with the basic briefing of what is expected of the civilian linguists as interpreters and the emergency-essential civilians as support personnel, tactical HUMINT teams should be informed about their chain of command and the scope of their duties beyond interpreting and technical support. The tactical HUMINT team leader must ensure that linguists and emergency-essential civilians are trained and capable of completing all tasks expected of them.

BATTLE HAND-OFF

5-36. Tactical HUMINT teams are always engaged. The battle hand-off is a crucial task the team must accomplish. Mission success and failure can usually be traced back to the battle hand-off. The battle hand-off begins the first day the tactical HUMINT team begins to operate in an AO. Regardless of how long the team believes it will operate within the AO, it must ensure there is a seamless transition to an incoming team, other US unit, or agency. This transition is accomplished by establishing procedures for source administration, database maintenance, and report files.

5-37. Teams must plan and implement a logical and systematic sequence of tasks that enables an incoming team to assume the operations in the AO. Adequate time must be allotted for an effective battle hand-off. In some HUMINT- and CI-rich environments, a few weeks may be necessary to accomplish an effective battle hand-off. Introductions to sources of information, especially CI force protection sources, are critical and teams must prioritize their time. During this time the outgoing tactical HUMINT team must familiarize the new tactical HUMINT team with all aspects of the operation, which includes past, present, and planned activities within the AO. Area orientation is critical. These include major routes, population centers, potential hot spots, and other points of interest (such as police stations, political centers, and social centers).

Chapter 6

HUMINT and CI Mission Planning

This chapter highlights items that must be considered when applying the analysis process to HUMINT and CI missions. The mission analysis portion of the MDMP is explained in FM 5-0 (FM 101-5).

A realistic communication architecture plan must be initiated in the earliest possible stage of mission planning. It must be integrated into the overall HUMINT and CI operation and must also be supported by the theater AO to ensure successful HUMINT and CI missions. An excellent HUMINT and CI plan that lacks an efficient communication architecture severely hinders the overall mission.

STEPS IN HUMINT AND CI MISSION ANALYSIS

6-1. THE SEVEN STEPS USED TO ANALYZE HUMINT AND CI ASSETS ARE DISCUSSED BELOW.

STEP 1: ANALYZE THE HIGHER HEADQUARTERS ORDER

6-2. When analyzing the order, the commander and staff should pay attention to the support relationship that exists between HUMINT and CI assets and the overall organization (GS or DS). All unit personnel must understand the ROE and legal environment under which the units are operating, as this affects the ability of the units to perform certain missions.

6-3. Because of frequently overlapping AORs in HUMINT and CI operations, commanders and their staffs must—

- Identify other unit missions and potential areas of conflict.
- Identify missions of other non-MI units for possible integration of HUMINT and CI assets.
- Identify the availability of assets from higher (GS, DS) and the existence of technical control from higher (TFCICA, HOC).
- Understand tasking, reporting, and communications channels.

STEP 2: CONDUCT INITIAL IPB

6-4. When conducting initial IPB, the G2(S2) should focus on the human beings (threat, friendly, and neutral) as well as the key terrain on the battlefield, to include information on—

- The demographics of both the AO and AOI.
- The organization and structure of all opposition in the AO and AOI to include adversary intelligence organizations.
- The history of the AO and AOI pertinent to the current situation.
- The economic and social data of all groups in the AO and AOI.
- All key leaders (political, military, social, religious), opinion leaders, and other influences on public opinion.

- The media and its influence on the population of both the AO and AOI.
- The primary and secondary languages and dialects spoken in all parts of the AO.

6-5. There are a number of intelligence products used to conduct HUMINT and CI mission planning. The intelligence estimate provides information about the AO and the threat. It is an analysis of the AOI that identifies intelligence collection needs. Basic intelligence is important to prevent duplication of the collection and production efforts (collection of information already available in national, theater, or local databases). A detailed area study for the AO made available to the deploying HUMINT and CI support element complements the existing intelligence products, enhances the mission analysis process, and provides basic intelligence. Refer to FM 2-01.3 (FM 34-130) and FM 2-91.1/ST (FM 34-7) for general guidelines. DOD Country Information Handbooks contain information on specific countries. At a minimum, the area study should include—

- A historic overview of the area, with an emphasis on the current situation.
- Population data including information on ethnic groups, religions, and languages.
- An overview of the economy and industry.
- Information detailing the government including the executive, legislative, and judicial branches.
- Order of battle (OB) of police and paramilitary forces.
- OB of all FISS threats.
- OB of hostile organizations.

6-6. A target folder provides the mission analysis and planning group with up-to-date intelligence information about the AO. Once intelligence products identify the contentious areas, trends, capabilities, and latest issues concerning the AO, the commander may request a target folder prepared on specific items, such as a hostile organization with the inclination and potential to cause harm to friendly forces. Target folders may include –

- Imagery of the AO and personalities.
- Terrain models of the AO.
- Latest information reports from the AO.
- Biographical data on key leaders in the AO.

6-7. Within the noncontiguous battlespace of operations from PMEs to MTW, the terms “rear” threat and “rear area” IPB may not apply. CI elements must be prepared to integrate the critical CI considerations within the battlefield into the IPB effort.

6-8. The focus of the CI analyst is determining threat intelligence collection capability and the most likely and most dangerous unconventional threats to friendly forces. The CI analyst uses the IPB process from the viewpoint of the threat to determine friendly vulnerabilities. CI analysis reveals logical starting points for threat collection operations.

6-9. During peacetime, CI analysts build extensive databases for each potential area in which threat intelligence collectors or unconventional forces might operate. CI analysts assist in assessing friendly COAs from the threat's perspective. CI targets consist of small units or threat intelligence collection resources; these targets are not as prominent as those included in the all-source products. This process

still generates high-value targets (HVTs) and high-payoff targets (HPTs). Additionally, CI input to the IPB process assists in determining friendly HVTs and HPTs from the threat's perspective. This is crucial to developing protective measures like essential elements of friendly information (EEFI) for friendly nodes that are vulnerable. CI analysts can graphically portray threat intelligence collection and unconventional unit capabilities; depict probable threat collection COAs both before and during the battle; and confirm or deny specific threat collection actions.

6-10. IPB products are dynamic and require continual review. They not only portray threat intelligence elements and unconventional unit characteristics but also seek to graphically portray named areas of interest (NAIs). IPB develops and employs doctrinal, situational, and event templates and matrixes that focus the collection plan based on threat COAs. The staff uses these products during the MDMP and targeting process to portray the threat. These models also provide the basis for further collection and analysis. A CI analyst's ultimate goal is to nominate targets for exploitation and to recommend countermeasures.

STEP 3: DETERMINE SPECIFIED, IMPLIED, AND ESSENTIAL TASKS

6-11. Specified tasks are those specifically assigned to a unit by its higher headquarters. Paragraphs 2 and 3 of the higher headquarters' operations order (OPORD) or operations plan (OPLAN) state specific tasks. They are also found in annexes and overlays. Combat support (CS) and combat service support (CSS) units may also find them in paragraphs 4 and 5.

6-12. Implied tasks must be performed to accomplish a specific task. Implied tasks are not stated in the higher headquarters' OPORD or OPLAN. They are derived from a detailed analysis of the higher headquarters' OPORD, the threat situation and COAs, and the terrain. Analysis of the unit's current location in relation to its future AO provides insight into implied tasks that may be required to perform specific tasks. Additionally, an analysis of the doctrinal requirements for each specific task may provide implied tasks. Only those implied tasks requiring allocation of resources should be retained.

6-13. Essential tasks are derived from a list of specific and implied tasks. Staff officers must understand each task's specific requirements. After analyzing specified and implied tasks, they present to the commander for approval a tentative list of tasks that must be executed to accomplish the mission.

STEP 4: REVIEW AVAILABLE ASSETS

6-14. The staff must look at organic assets, considering factors such as language capability; experience in various aspects of collection, analysis, and mission management; CI certification (badge and credentials); and rank structure. If organic assets are inadequate, consider additional available assets (such as from within the organization, from higher echelons, through USAR activation, or civilian hire). The staff must consider the analysis and management structure of a tactical HUMINT operations section in addition to the tactical HUMINT teams.

6-15. During this step the mission analysis and planning group has to determine, among other things—

- The number of 97B and 97E personnel available.
- The number of collectors who are qualified linguists.
- The number of linguists available to support the collectors.
- The optimal number of tactical HUMINT teams, OMTs, and tactical HUMINT operations

sections that can be configured from the available assets.

step 5: DETERMINE CONSTRAINTS

6-16. This is a critical step in HUMINT and CI mission analysis. These units are often restricted not only by the ROE and legal restrictions but also frequently by the commander's misunderstanding of the value of HUMINT and CI collection.

6-17. The degree of restriction is often dependent on the type of operations from PMEs to MTW being conducted. Restrictions are normally found in the scheme of maneuver, the concept of operations, and coordinating instructions.

STEP 6: IDENTIFY CRITICAL FACTS AND ASSUMPTIONS

6-18. The human factor is preeminent in this step. Assumptions and facts include—

- How HUMINT collectors can interact with the local population.
- What types of sources are available.
- What types of threat intelligence collection and unconventional assets are present.

STEP 7: RISK ASSESSMENT

6-19. There is an inherent risk involved in HUMINT collection. HUMINT and CI collectors need access to the local population to perform their mission, particularly in operations from PMEs to MTW. Rules that restrict all forces to base areas to protect the force may be prudent; however, these restrictions severely degrade HUMINT collection, particularly in support of force protection requirements. This measure deprives the collectors of sources needed to anticipate and prevent violent incidents. HUMINT collectors receive language and cultural training as well as security training to allow them to minimize the dangers of interacting with the local population. Commanders must weigh the risk to collectors against the risk to the force as a whole.

SELECTING COURSES OF ACTION

6-20. During COA development, the staff to include the J/G2 and J/G2X, under the commander's guidance, analyzes various options for deploying and implementing HUMINT and CI assets. The input of HUMINT and CI senior NCOs and Warrant Officers is vital to COA development and analysis. Items to consider during COA development include—

- The distribution of the tactical HUMINT teams, OMTs, and the tactical HUMINT operations sections within the AO.
- The support relationship (GS and DS) that exists for the deployed teams.
- The command relationship in effect for the tactical HUMINT teams and OMT (assigned, attached, or OPCON).
- The manner in which the HUMINT and CI assets are phased into theater.
- The tactical configuration (personnel and equipment) of the tactical HUMINT team.

- The actual number of the tactical HUMINT teams and OMTs and the size of the supporting tactical HUMINT operations section deployed.
- The priority of the OMT's efforts.
- The priority of linguist support.

TASK ORGANIZATION

6-21. FACTORS TO CONSIDER IN A TASK ORGANIZATION ARE DISCUSSED BELOW.

STAFF COORDINATION AND CONSIDERATIONS

6-22. Because of the need to place HUMINT and CI collectors in contact with the local population and the need in many cases to integrate the HUMINT collection process into other operations, the planning and analysis staff for HUMINT and CI missions is somewhat expanded from the norm. The staff should include—

- G/S2X for theater and national organizations.
- G/S1.
- G/S2.
- G/S3 and senior HUMINT and CI technicians of the deploying unit.
- G/S4.
- G/S5.
- G/S6.
- Staff Judge Advocate (SJA).
- Provost Marshal, MP, and US Army Criminal Investigation Command.
- Other staff officers, as necessary (see FM 5-0 (FM 101-5)).
- If the unit's mission is to replace a currently deployed HUMINT and CI unit, a representative of that unit.

6-23. The challenge of the MI commander is the proper task organization, placement, and coordination of movement of HUMINT and CI elements to meet collection requirements. You must adapt your existing MTOE, which is designed for an MTW, to meet the specific requirements of operations from PMEs to MTW. Augmentation is often needed and must be requested.

6-24. Task organization must be flexible to adjust to the dynamic mission objectives. Mission analysis and planning identify the specific requirements for the tactical HUMINT operations section, HUMINT analysis team, CI analysis team, OMTs and tactical HUMINT teams.

COMPOSITION

6-25. The composition of the HUMINT and CI elements must be based on METT-TC. The number of tactical HUMINT teams and OMTs in the theater depend on the intensity of the collection effort and the geographical coverage of the AO. When deciding on the composition of tactical HUMINT teams, commanders must decide if current collection requirements are best met with a CI heavy (MOS 97B/351B), HUMINT heavy (MOS 97E/351E), or balanced team. Team members should be prepared to support any HUMINT and CI missions they may receive. They must have the skills to easily shift from one set of functions to another based on the dynamic mission requirements. Commanders must—

- Consider the team's current language capability and the availability of additional civilian or military linguists.
- Look at the special qualifications and experiences of team members such as CFSO, strategic debriefing, Joint Counterintelligence Training Academy, military operation training courses, combat lifesaver course, and survival, evasion, resistance, and escape (SERE) training.

6-26. The number of OMTs in a designated theater will depend on the type and nature of the mission. A single OMT is capable of managing and controlling two to four tactical HUMINT teams. The size and staffing of the OMT will depend on a number of factors:

- Whether a tactical HUMINT operations section is deployed and how many tactical HUMINT teams are subordinate to it.
- If an operations section is deployed with only two to four tactical HUMINT teams, the operations section can double as the OMT.
- If an operations section is not deployed, then an OMT is necessary.
- If a single tactical HUMINT team deploys to support a small contingency, there may be no need for an OMT.
- If three or more OMTs deploy, then a tactical HUMINT operations section should be deployed.
- For every three to four tactical HUMINT teams and their designated OMT, there should be one headquarters element composed of a platoon leader and a platoon sergeant to handle all administrative and logistical matters.

PHASING AND PACKAGING THE HUMINT AND CI FORCE

6-27. HUMINT and CI should be included in the TF's advanced party into a contingency area to fulfill TF requirements from the beginning of an operation. Three key points need to be considered:

- HUMINT operations take time to develop.
- Support to force protection begins before the first soldier arrives in country.

- HUMINT collection is a key contributor to the force protection picture.

6-28. A select element must be deployed to the AO as early as possible to update the command on the current situation within the AO that could affect deployment of follow-on forces. HUMINT collectors and CI agents need to coordinate immediately with any assets already in-country, including US embassy personnel and any forward-deployed US forces.

6-29. The MI commander is responsible for phasing the overall MI assets, which include the HUMINT and CI elements. He must task organize and place assets in the AO to ensure mission accomplishment. Many factors dictate how to deploy assets into the theater AO based on the mission requirements and the urgency of deployment. The strength of HUMINT and CI assets lies in their flexibility and ability to adapt to constantly changing environments. In some cases, the whole MI unit may deploy forward as an integral element. In other cases, part of the unit may deploy forward while the other part remains at the home base. HUMINT and CI assets are packaged and phased into the AO as required.

6-30. In some situations, such as a forced entry, an advanced party element may not be practical. In those cases, you must design the HUMINT and CI package to meet each stage of the deployment. You should anticipate the next stage of each operation and augment the HUMINT and CI package accordingly to allow the time needed to develop adequate source operations.

6-31. HUMINT and CI elements should be among the first in and last to leave the AO. Friendly forces are vulnerable during initial deployment and redeployment operations. In redeployment, HUMINT and CI operations continue to focus on the intelligence requirements for force protection until all forces have left the theater of operations. In as much as possible, a digital handover should occur between the deploying and redeploying units. During the transition of authority of the incoming and outgoing MI units, at least a two- to four-week turnover is necessary to ensure a successful handover of all sources, databases, files, images, videos, and reports.

OPERATIONS PLANS, OPERATIONS ORDERS, AND ANNEXES

6-32. OPLANs and OPORDs express command decisions and the concept of operation. Although plans are based on specific conditions or assumptions, they are not static. Plans are changed, refined, and updated as a result of continuous estimates and studies. The essential elements of an OPLAN are a definite COA and a method of execution. It is critical to include HUMINT and CI Appendixes to the Intelligence Annex to the TF OPLAN.

6-33. The OPLAN or OPORD is the final product of the MDMP. The OPLAN becomes an OPORD once the commander directs its execution when certain specified conditions as set forth in the OPLAN exist. The OPORD gives the HUMINT and CI element approval to execute their mission. OPORDs define the mission, set the parameters of operations, identify who is responsible for what, and how it is to be supported. Additions that are necessary to amplify an OPLAN or OPORD are contained in annexes, appendixes, tabs, and enclosures, respectively. FM 5-0 (FM 101-5), Appendix H, covers illustrated “unclassified” examples of the Intelligence Annex and the Operations Security (OPSEC) Annex. Joint Pub 2-01.2 (S/NF), Appendix J,

provides classified examples with greater detail on how to write an Intelligence Annex portion of an OPLAN.

6-34. The HUMINT and CI appendixes provide details on planning, coordinating, approving, and managing HUMINT and CI operations as they relate to the TF's overall mission. These appendixes serve as the basic document authorizing most HUMINT and CI operations and programs. They must be reviewed and approved by the appropriate control office or commander.

CI APPENDIX

6-35. This document covers, under individual tabs, CI activities to include CFSO, CI analysis, reporting channels and formats, CI Source Target List, and TFCICA responsibilities. Joint Pub 2-01.2, Appendix J (S/NF), provides a classified example of a CI Appendix.

HUMINT APPENDIX

6-36. The HUMINT Appendix to ISR Annex is necessary to ensure that augmentation of HUMINT assets from other components and agencies are integrated throughout the TF, as required, facilitating their specific collection requirements. Specific tabs may include JIF or Corp Interrogation Facility operations, source operations, DOCEX, or open-source information.

6-37. Even in operations from PMEs to MTW, there is a need to draft a separate Interrogation and Detainee Operations tab to the HUMINT Appendix. The Interrogation and Detainee Operations tab—

- Serves as the contingency plan for these operations.
- Addresses the management and operations of HUMINT assets collocated at the detention or interrogation facility. The setup and staffing of a detention facility is detailed under the appendixes entitled MPs, Provost Marshal, and Engineers.

Chapter 7

HUMINT and CI Collection Management

Collection management is the process of formulating collection requirements and tasking collection resources. The primary purpose of collection management is to answer all the commander's requirements while making the best use of intelligence collection resources.

COLLECTION MANAGEMENT PROCESS

7-1. The collection management process is a dynamic six-step process. Table 7-1 shows these responsibilities by echelon.

Table 7-1. Collection management process

ECHELON	REQUIREMENTS MANAGEMENT	DECONFLICTION AND DIRECTION	EXECUTION
JOINT, COMBINED, AND COALITION	ACE/CM	J2X/Tactical HUMINT Operations	MI CDR (AMIB or MI Battalion)
CORPS/DIVISION	ACE/CM	2X/Tactical HUMINT Operations	MI CDR (Tactical HUMINT Operation, Operational Management Team
BRIGADE	S2	MI CDR/Operational Management Team	MI CDR (Operational Management Team)

- **Requirements** define what to collect and when to collect it:
  - Intelligence requirements from the command and outside agencies are integrated and validated.
  - Local databases are checked to determine if the nominated requirement has been answered.
  - Requirements are prioritized.
  - Specific information requirements (SIRs) are developed.
  - The collection plan is developed.

- **Deconfliction and Direction** is the exploitation of intelligence collected by national or theater assets made available to tactical users:
  - The employment of collection resources to satisfy requirements is defined.
  - The suitability of the systems, units, and agencies is evaluated.
  - An employment strategy and collection synchronization is mapped out.
  - The collection tasks and requests are developed and resource performance is monitored.

- **Execution** is collection and exploitation in accordance with the collection plan. The commander of the collection assets determines which asset pursues the tasked mission.

STEP 1: DEVELOP REQUIREMENTS

7-2. Collection requirements are what determine the collectors' missions. There are several categories of collection requirements:

- **CCIR.** Commander's critical information requirements (CCIRs) are the information needed by the commander to support his battlefield visualization and to make critical decisions, especially to determine or validate COAs. The CCIRs are expressed as two types of information requirements: PIR and friendly forces information requirements (FFIRs).
  - **PIR** is an intelligence requirement associated with a decision that will affect the overall success of the commander's mission.
  - **FFIRs** are the information the commander and staff need about the forces available for the operation. This includes personnel; maintenance; supply; ammunition;

petroleum, oils, and lubricants status; and experience and leadership capabilities.

- **EEFI.** EEFIs are the critical aspects of a friendly operation that, if known by the threat, would subsequently compromise, lead to failure, or limit success of the operation, and, therefore, must be protected from threat detection.
- **IR.** IR are of lower collection priority than PIR. They comprise the basic information needed by the commander and staff concerning the threat and his environment.
- **SIR.** SIR requirements describe the information needed to answer part or all of a PIR or IR. Basically, they are PIR broken down into specific detailed questions.
- **SOR.** A specific order or request (SOR) is an order or request that generates the planning and execution of a collection mission asset or analysis of database information.
  - SOR sent to lower echelons are orders.
  - SOR sent to other commands are requests.
- **SDR.** A source-directed requirement (SDR) is a specific collection request that directs or redirects an approved source to collect on a requirement or for a collector to question a source on a particular collection requirement. This is a request that involves analysis that results in the conclusion that a specific source possibly has the placement and access to answer a specific intelligence requirement.

7-3. During the MDMP the commander and staff identify intelligence gaps that need to be resolved in order to accomplish the mission efficiently. The S3, G3, or J3 answer the FFIRs.

7-4. When requirements receive command approval regarding the PIR, the collection manager must coordinate with J/G2X for mission deconfliction at that echelon to develop HUMINT or CI specific requirements in support of the PIR. The J/G2X also aids in the development of HUMINT or CI specific reportable criteria. Reportable criteria is an indicator

the HUMINT and CI collector can recognize and associate with a particular activity or target and is similar to OB indicators.

Example: An IR may be: "Will any anti-US elements incite demonstrations in the AO?" To support this IR, reportable indicators may include reporting on the presence of known or suspected groups or persons based on the observation of indicators, such as evidence of a group's method of operation, vehicles, and uniforms. Reportable criteria alone may not answer the IR but, once the analyst pieces them together, it may answer the requirement.

STEP 2: DEVELOP COLLECTION PLAN

7-5. The second step in collection management is developing a collection plan. A collection plan is an integrated and synchronized plan that selects the best collectors to cover each collection requirement. The SJA office should review the collection plan to ensure compliance with law and regulations prior to its implementation. The collection manager at each echelon develops the collection plan in the form of a collection matrix. This matrix represents the collection requirements and which collectors are best suited to collect on that requirement. The collection manager at each echelon needs to coordinate with J/G2X for mission deconfliction at

that echelon to specify the collection capability and current status of the various assets. This is important in tactical HUMINT collection since a tactical HUMINT team's current sources and available source pool determine its collection capabilities. If no specific collector is best suited, the requirement is inserted into the HUMINT and CI collection focus.

7-6. There are specific considerations for HUMINT and CI collection planning. HUMINT and CI collection generally requires time to develop the environment and access to sources (an EPW cage, screening point, built-up areas, or local villages). Collection planning requires a high degree of predicative analysis in anticipation of future requirements and exploitation of the operational environment. The longer tactical HUMINT teams are in an area, the better the collector is able to develop leads to answer collection requirements. Often the source registry will aide in determining who is best suited for answering a HUMINT or CI requirement.

7-7. The HUMINT and CI collection environment during a stability operation and support operation or small-scale contingency is different from an MTW. During an MTW where the force is moving, a division normally plans 48 hours out; a corps plans 72 hours out. In contrast, the planning focus for units supporting a stability operation or support operation may be 3 to 6 months out. Requirements may be continuous or may be concerned with specific upcoming events such as national elections.

7-8. Collection planning should not become reactive collection. Since one of the key collection capabilities of tactical HUMINT is adversary intentions, the ability to collect, particularly in a stability operation and support operation or small-scale contingency, is highly dependent on the ability to cultivate sources with the desired information. This is not a short-term undertaking.

Example: National level elections are taking place in the AO in 3 months. As a part of collection planning, an assessment must be conducted to determine the capability to answer post-election collection requirements based upon current contacts and HUMINT leads. If there are no leads or contacts that could answer post-election-related collection requirements, it is necessary to spot, assess, and recruit a source to meet your requirements.

7-9. A second part of the collection plan is the tactical HUMINT collection focus, which—

- Designates which collection requirements comprise the emphasis for collectors' missions.
- Prioritizes collection requirements based upon the operational environment in the AO and future missions in the AO.
- Generates future collection planning which then aids in preventing reactive collection on collection requirements.

7-10. In addition to specific requirements, a Statement of Intelligence Interest at the joint level or a Collection Emphasis Message at division or corps is issued to identify the overall collection

goals for a time period. As the collection request or requirement is passed down, each echelon performs additional collection planning for its own specific requirements.

7-11. Dynamic cross-cueing is the process by which one system or echelon tips off another to an unexpected collection opportunity. The ability to react to dynamic (outside the collection strategy) cueing requires close and immediate coordination between requirements and both mission deconfliction and collection assets. It must be identified whether or not a collection asset with a source exists to answer dynamic re-tasking.

7-12. Redundancy is the use of several different assets to cover the same target. This is vital in tactical HUMINT collection since, in dealing with human sources, the information collected is often part of the overall picture or is influenced by the perception and prejudice of the source. The collection on the same target from a number of different assets gives a more accurate intelligence picture and is a method to validate source reporting.

STEP 3: TASK OR REQUEST COLLECTION

7-13. The tasking process provides the selected unit with specific prioritized requirements. The planning and conduct of the collection operations fall within the responsibilities of the collection assets.

7-14. The J2/G2X cannot provide operational taskings to a unit for collection. Collection is a stated MI mission which the commander executes. However, the technical control inherent to the J2/G2X as the HUMINT manager affords the J2/G2X the ability to steer and direct collection assets and operations.

7-15. The MI commander and OMT determine specifically which teams will collect on a given requirement and are responsible for the TTP used. They report on the status and availability of their collection assets.

7-16. On the tactical HUMINT team level, the team chief determines which sources will be contacted and the details of how the information will be collected from a given source. A specific collection plan is developed for each source. This plan should—

- Identify the requirement.
- Identify the proposed source.
- Identify questions to be asked during the source meeting.
- Contain an outline of how the meeting should proceed.
- Identify which collector will conduct the source.

7-17. At the tactical HUMINT team level, the senior team member reviews each plan to ensure the applicability to the collection mission. The collector must be fully aware of the overall collection priorities and be prepared to take advantage of any additional leads. Figure 7-1 shows the tasking process.

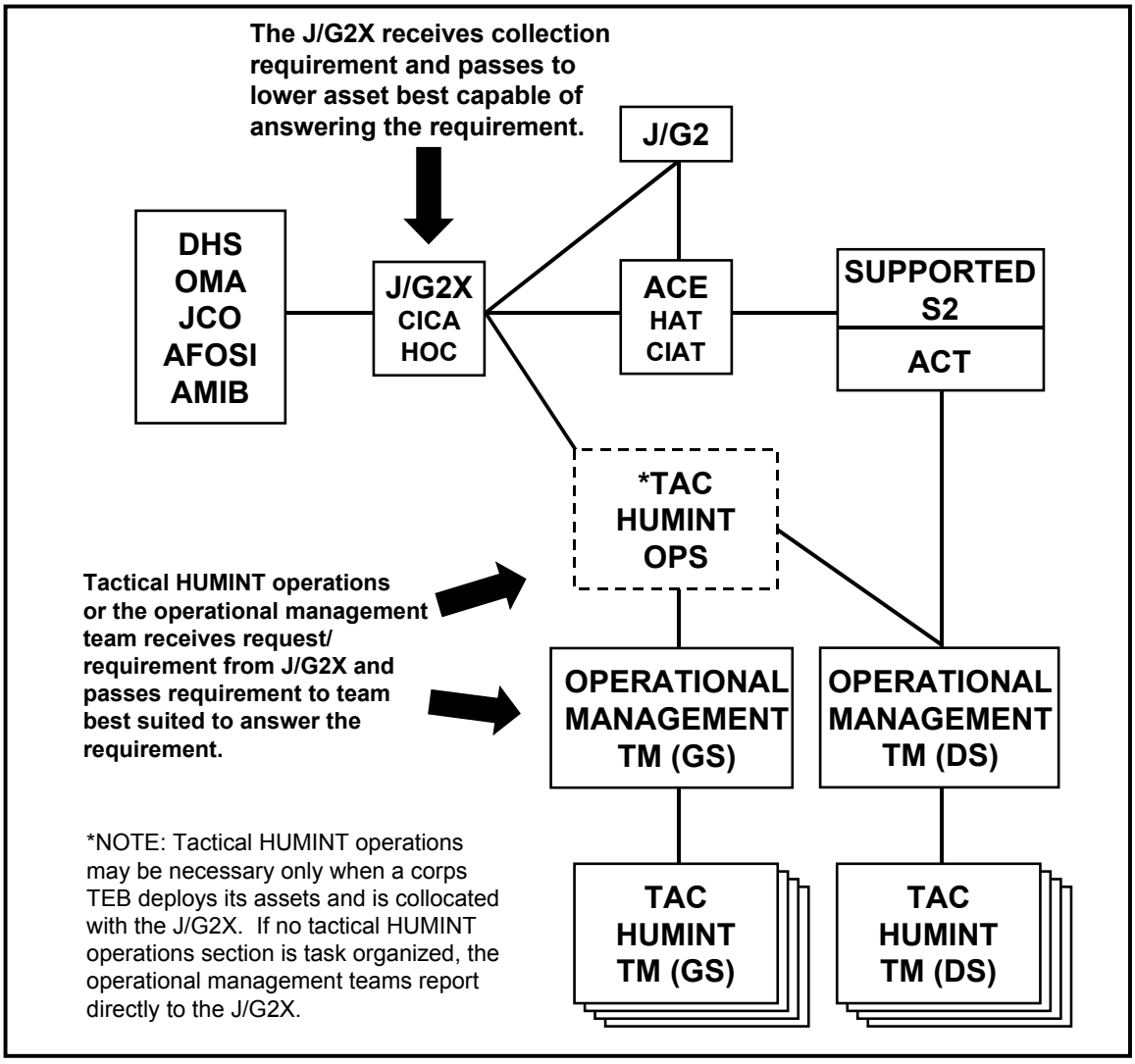

Figure 7-1. Requirements dissemination

STEP 4: DISSEMINATE

7-18. Dissemination is the delivery of information or intelligence to the users who need it. Getting the information to the users in a timely manner is the key to successful collection management operations. Each element in the tactical HUMINT chain receives the reporting. The reporting chain differs depending on the operational environment. The collector must ensure reported information arrives to the user in the proper format and in a timely manner.

7-19. Dissemination is especially important for intelligence that supports targeting efforts. When possible, arrange for dissemination of targeting intelligence to the fire support element and targeting cells. Arrange a system that allows for tracking the status of each request. Sometimes dissemination is not possible due to communication systems limitations or the classification level of the intelligence.

STEP 5: EVALUATE REPORTING

7-20. The collection manager can determine how well the collection system and mechanisms are satisfying PIR and IR through the evaluation of the reporting. This is done by screening team reports and ensuring PIR and IR are answered.

7-21. The HAT and the CIAT provide the collection manager with expertise to support this evaluation. An important part of the evaluation process is providing feedback to the collectors. This is done on an individual basis or by updating the collection plan. Feedback is important in tactical HUMINT operations since the same source may be contacted again for information. The collector needs feedback on the accuracy, reliability, and appropriateness of the information reported.

STEP 6: UPDATE COLLECTION PLAN

7-22. This is the process of adjusting the overall collection plan in order to maintain intelligence synchronization and to optimize the exploitation capability of information to current situation changes in the AO. This step is accomplished by eliminating satisfied collection requirements, redirecting assets to cover non-satisfied requirements, cross-cueing requirements, and adding new collection requirements to your intelligence needs.

7-23. The updated collection plan is distributed back through the chain. During this distribution process, all elements perform their portion of the collection management process. Continuously updating the collection plan is vital in tactical HUMINT collection due to the time involved in redirecting assets.

humint and CI SUPPORT TO TARGETING

7-24. In intelligence usage, a target is a country, area, installation, agency, or person against which intelligence operations are conducted. A target is not to be confused with a source, which is a person, thing, or activity from which intelligence information is obtained (Joint Pub 1-02). In operations from PMEs to MTW, CI provides input to the targeting process while HUMINT collection is the key collection discipline in detecting and assessing functions of targeting. (See FM 3-09.21 (FM 6-20-10) for details on the targeting process.)

DECIDE

7-25. The Decide function is the first step in the targeting methodology. It provides the overall focus and sets priorities for intelligence collection and attack planning. CI agents are involved to a great extent in this process during operations from PMEs to MTW. They articulate the unconventional threat and provide input to the HPT list, target selection standards (TSSs), and attack guidance matrixes as these products relate to that threat. CI agents provide CI input to the IPB process and TVA assessment. In wargaming and target selection, the CI agent ensures that threat collection and unconventional warfare (UW) threats are considered.

7-26. CI targets are listed in the CI portion of the Intelligence Annex of the OPLAN. CI targets are generally broken down into three areas which may contain information of CI value: personnel, installations, and facilities and organizations.

PERSONNEL

7-27. Personnel are individuals that may be of CI interest. These include adversary intelligence personnel, insurgent leaders, key decision and opinion makers, scientists, religious leaders, and terrorists. Individuals are evaluated on their level of cooperation, reliability, placement, and access.

7-28. These individuals are generally maintained on a "personality list." TFs have been able to request these lists but they are often either incomplete or not maintained at all. CI agents may have to start from scratch once they begin the targeting assessment. The "personality list" is divided into three categories:

- **Targets to be protected.** This list contains the identities and locations of individuals who might become targets of hostile forces because of their pro-US position, membership in a specific class or group in the population, or because of their societal position. These individuals are usually in agreement with or favorably inclined towards US policies. Examples are –
  - Former political leaders of a hostile state who were deposed by the hostile political leaders and are aligned with US support.
  - Intelligence agents employed by US or allied agencies.
  - Members of a minority group when the US mission is to protect this group from a hostile majority.
  - Leaders of religious groups or other humanitarian groups.
  - Political and tribal leaders whose well-being can materially and significantly aid US objectives.
- **Targets of interest.** This list contains names of individuals who may be of potential interest to CI because of a particular knowledge, skill, or position. Example are—
  - High profile political, religious, or tribal leaders whose actions have wide-scale influence. Individuals who have resisted or are believed to have resisted the adversarial government and who may be willing to cooperate with US forces but whose *bona fides* have not been established.
  - Scientists or technicians engaged or potentially engaged in projects of interest to US intelligence.
  - Local political personalities, police chiefs, heads of significant municipal and national departments or agencies, and tribal or clan leaders.
- **Targets to be apprehended.** This list contains names of targets that may pose a threat to the command. Examples are—
  - Known or suspected threat or foreign espionage agents, saboteurs, terrorists, political figures, and subversive individuals.
  - Known or suspected leaders and members of hostile paramilitary, partisan, or guerrilla groups.

- Known hostile military or civilian personnel who have engaged in intelligence, CI, security, or other personalities indicated by the G2 as persons to be automatically arrested. Included in this category are personnel involved in political indoctrination activities among troops or civilians.

INSTALLATIONS

7-29. CI targets lists of installations include any building, office, or field position that may contain information or material of CI interest or which may pose a threat to the command's security. Installations and facilities of CI interest include, but are not limited to –

- Those that are or were occupied by adversaries, saboteurs, or subversive agencies or police organizations, including prisons and detentions centers.
- Those occupied by threat intelligence, CI, security, or paramilitary organizations including operational bases, schools, and training sites.
- Threat communication media and signal centers.
- Nuclear research centers and chemical laboratories.
- Threat political administrative headquarters.
- Public utilities and other installations to be taken under early control to prevent sabotage.
- Production facilities, supply areas, and other installations to be taken under control to prevent control by hostile guerrilla and partisan elements.
- Embassies and consulates of hostile governments.

FACILITIES AND ORGANIZATIONS

7-30. Any group that is a potential threat to the security of the friendly force must be neutralized or rendered ineffective. Groups or organizations of concern to CI during tactical operations include, but are not limited to—

- Foreign intelligence, terrorist, subversive, and insurgent organizations.
- National and local political parties or groups known to have aims, beliefs, or ideologies contrary to or in opposition to those of the US.
- Paramilitary organizations including police, military veterans, and ex-combat groups known to be hostile to the US.
- Hostile sponsored organizations or groups whose objectives are to create dissension or spread unrest among the civilian population in the AO.

7-31. One option available for the decide function is the CARVER technique (criticality, accessibility, recuperability, vulnerability, effect, and recognizability). This technique uses factors to assess mission, validity, and requirements. Using the CARVER technique in the HUMINT and CI field allows the commander to make timely and more precise decisions.

7-32. The CARVER selection factors assist in selecting the best targets or components to attack. As the factors are considered, they are given a numerical value (1 to 10), 10 being the most desirable target and 1 the least desirable. The values are then placed in a decision matrix. After CARVER values for each target or component are assigned, the sum of the values indicates the highest value target or component to be attacked within the limits of the statement of requirement and the commander's intent. See FM 34-36, Appendix D, for more information on the target analysis process.

DETECT

7-33. The Detect function is the second part of the targeting methodology. The G2 or S2 directs the effort to detect the HPT identified in the Decide function. Information needed in target detection is expressed in PIR or IR. While targets are detected by the maximum use of all available assets, HUMINT is a prime collection discipline especially against CI targets.

7-34. The detection system is not as clear-cut or expedient as it is with conventional targets. Input from numerous collectors may be necessary to identify a key leader or installation in a process that may take weeks or months. Targets that were identified in generic terms during the Decide function will be further clarified during the Detect function. For example, key insurgent leaders were identified as a target during the Decide function. During the Detect function a particular individual is identified as being one of those key leaders.

DELIVER

7-35. The Deliver function of the targeting methodology executes the target attack guidance and supports the commander's battle plan once the HPTs have been located and identified. In this stage CI plays a major role in the tactical decisions of when and how the target is to be neutralized. This is not as simple as a conventional target.

7-36. A CI target can be eliminated, discredited, co-opted, or merely monitored. The CI personnel must consider input from all collection disciplines and use a multidisciplinary approach to target neutralization. CI personnel must advise commanders on the best method of target neutralization considering overall command goals and any restrictions that may be imposed by the ROE.

ASSESS

7-37. The Assess function is a multidisciplinary function that relies heavily on HUMINT collection in operations from PMEs to MTW. The assessment must be expressed in three components: physical damage, functional damage, and target system assessment. This is an assessment of how much physical damage was done to the target, the effect that the actions taken will have on the immediate operations of the organization or individual targeted, and what the long-term or systemwide effects will be. The process should also include any information on how the operation has changed the *modus operandi* of the individual, installation, or organization targeted.

7-38. The assessment process in operations from PMEs to MTW may extend over a period of weeks or months, especially if nonlethal methods are used. CI agents analyze the multidiscipline assessment data to form a recommendation to the commander.

CONTROL MEASURES

TARGET REDUCTION PLAN

7-39. The G2 and CIAT must track the status of CI targets. To accomplish this, a target reduction plan can be used. A target reduction plan is a checklist used to ensure targets are seized, exploited, or controlled in a timely manner. The plan is keyed to the scheme of maneuver and lists targets as they are expected to appear. When more targets appear than can be exploited, a priority list is used to denote which target takes priority. The order of priorities is as follows:

- **Priority One** targets represent the greatest threat to the command. They possess the greatest potential source of information or material of intelligence or CI value and must be exploited or neutralized first.
- **Priority Two** targets are of lesser significance than priority one. They are taken under control after priority one targets have been exploited or neutralized.
- **Priority Three** targets are of lesser significance than priorities one and two. They are to be exploited or neutralized as time and personnel permit.

7-40. Although the principles of the targeting process still apply in operations from PMEs to MTW, consider the following:

- ROE in a PME or SSC are usually more restrictive than in an MTW. All participants in the targeting process must completely understand the ROE.
- Identification of HVTs and HPTs, threat locations, and weapons systems is slow to develop and may not be able to be acted upon when completely developed.
- Because a relatively small and unconventional adversary may pose a threat to US forces, the determination of HVTs (what constitutes an HVT) is difficult. Therefore, it is difficult to develop precise time, location, and rates of march for a threat force.
- When identified, targets present less of a window of opportunity in which to react to

them, thus effecting a decrease in decision time.

- Because of considerations of the HN populations, targeting must be precise. Selecting the precise weapons system for the right target is paramount.
- Interaction and coordination with nontraditional elements and agencies may be required. This includes private organizations, federal and civil agencies, allies or coalition forces, and HN forces.
- Target destruction may be defined differently than in conventional operations. A discredited opposition leader is more effectively "destroyed" than a dead one. Discrediting does not result in a martyr around whom the opposition can rally.

TARGET FOLDERS

7-41. The target folder is the compilation of relevant material regarding the target. A target folder includes anything of HUMINT and CI interest (for example, biographies and personalities) plus the intelligence interests of the battlefield commander. By automating the target folders, the team can access them more easily. The target folder must be updated constantly to retain its effectiveness. Any element may provide information to a target folder.

7-42. Personality data on designated categories of individuals are recorded in a personality file. The purpose of this file is to provide reference material used in the development of OB and other intelligence. Information on key military and civilian figures can be of significant value when establishing unit or group identifications, tactics, and combat effectiveness. The folder also contains information that will aid the battlefield commander in planning and operations.

Chapter 8

Automation and Communications

Mission planning, technical control, intelligence support systems, communications, and increased survivability measures are all critical for the tactical HUMINT teams. Real-time collaboration, detailed mission and collection planning, concurrent all-source integration, as well as enhanced collection and source exploitation tools, must support team efforts.

Emerging technology continues to allow tactical HUMINT teams to operate more effectively during future contingencies. Commanders must be prepared to supply their HUMINT and CI collection assets with the required technology not only to enhance collection but also to optimize the survivability of the collectors. Commanders may not be able to rely solely on standard military equipment but must be prepared to bridge the inevitable technological development gap through the identification and adaptation of commercially available products and technologies.

AUTOMATION

8-1. The HUMINT and CI automated information system (AIS) requires a single-source processor capable of integrating the capabilities of existing systems to provide compatibility and interoperability between and among echelons, other services, and national level. Common hardware and software (CHS) solutions with a flexible interactive user interface offer a measure of standardization while making the system a viable, interoperable tool regardless of the operating environment. The system must be deployable and scalable to fit the mission or force package. System components must operate independently in a split-based mode or collectively as a part of a larger deployed system; they must also accommodate current and future technologies, CI or HUMINT functional applications, standard reporting formats, and analytical tools.

8-2. Intelligence information can be processed and analyzed only if it is managed in a manner by which it can be easily accessed and retrieved when needed. The HUMINT and CI AIS must allow for easy integration and interaction with existing intelligence operations, HUMINT and CI operational systems, and databases. This integration allows operations personnel and analysts to develop plans and levy collection and operational requirements, as well as to manage, control, analyze, and report the information collected. The HUMINT and CI AIS—

- Act as a conduit for Army strategic CI and national and theater HUMINT assets which can be used by tactical HUMINT and CI elements when deployed into an AO.
- Reinforce the tactical HUMINT and CI effort by pushing additional capability (including information) down to the tactical level when and where needed.
- Access theater and national level CI, terrorism, and other threat data for analysis and production purposes.
- Receive national, theater, JTF, or combined task force (CTF) HUMINT and CI collection, investigations, and operations requirements.
- Convert HUMINT and CI intelligence reporting into formats for JTF or CTF, theater, or national use.
- Push sensitive CI investigative information into Army theater and national investigative channels and receives investigative approvals and tasking.
- Push requirements, requests, and plans for HUMINT and CI operations in theater as required.
- Maintain the central HUMINT and CI database for the theater or AO.
- Leverage JTF or CTF, theater, and national level requirements and products for strategic, operational, and tactical HUMINT and CI assets in theater.
- Enable HUMINT and CI to provide accurate and timely correlated information to supported commanders through established reporting channels.

SINGLE-Discipline HUMINT ANALYSIS CAPABILITY

8-3. The requirement for a robust HUMINT single-discipline analytical capability extends through all echelons from national level to the OMTs. Communication between HUMINT analysts at the operational level and analysts at the staff level is best accomplished through a web-based communication capability. Web-based visual analytical tools allow maximum

analyst participation in the development of products geared to mission planning, targeting, and information analysis at all echelons.

8-4. Analytical products must be responsive to the special needs of a specific collection operation, project, or element. HUMINT collectors run operations in an operational environment made up of persons, organizations, and installations of interest. Intelligence analysis support determines the specific characteristics of the environment in each team area and how it differs from one team's NAI to another. Specific products include studies on nominated targets (persons, organizations, and installations) and trends based on HUMINT reporting, terrorism analysis as appropriate, international involvement with local affairs, and visual analysis products (link diagrams, matrixes, time event charts, and organizational diagrams).

GRAPHIC INTELLIGENCE SUMMARIES

8-5. A graphic intelligence summary (INTSUM) is a current depiction of significant threat dispositions, activities, strengths, weaknesses, and assessment of the most probable threat COA. HUMINT and CI input to the INTSUM enables effective collection focus, exploitation of threat vulnerabilities, and maintenance of an appropriate force protection posture.

8-6. The HUMINT and CI INTSUM can be maintained on conventional maps of any scale as an overlay or created electronically for digital dissemination. The electronic HUMINT and CI INTSUM can be set up with a graphic user interface with dropdown screens. This setup allows users to access current information and to input timely intelligence information.

AUTOMATED ANALYSIS TOOLS

8-7. Automation of HUMINT and CI analytical tools such as link diagrams, association matrixes, activity matrixes, and time event charts dramatically increase the predictive analysis capability of well-trained analysts. Automation saves time and permits access to more complete information thus producing a more accurate, timely product. Automated analysis techniques, aided by computerized virtual-viewing programs, allow the analyst better battlefield visualization. These programs assist the analyst in developing predictions and identifying information gaps to support targeting and collection. Automation and web-based tools allow the analyst to—

- Track and cross-cue HUMINT and CI incidents and reports.
- Incorporate data extraction technology, retrieval, automated data organization, content analysis, and visualization.
- Share analytical decisions with tactical HUMINT teams, other HUMINT and CI assets, and other analysts in real time.
- Apply multidimensional technologies, content analysis techniques, and web-based collaborations.

- Display analytical results and view HUMINT operations in real time.
  - Share resources such as models, queries, visualizations, map overlays, and tool outputs through a common interface.
  - Apply clustering (a nonlinear search that compiles the results based on search

parameters) and rapid spatial graphical and geographic visualization tools to determine the meaning of large informational streams.

- Rapidly discover links, patterns, relationships, and trends in text to use in predictive analysis.
- Capture analytical conclusions and automatically transfer to intelligence databases and systems.

SEARCH ENGINES

8-8. Search engines provide access to previously collected or known information facilitating the development of comprehensive analytical and intelligence products and avoiding unnecessary collection tasking redundancy. A tool set for data visualization, search, and discovery is required, which is embedded with several software programs for manipulating data from multiple databases.

8-9. The types of modules in visualization packages should include search engines and knowledge discovery (semantic clustering) for unformatted data, applications for extracting and organizing formatted data, and data labeling. The package should also include a model building tool to enable users to make their archives more efficient with respect to search, retrieval, and compatibility to other applications as well as archiving and maintenance tools to support what will eventually become a large data warehouse. Search engines should be—

- Multilingual and able to query multiple classified and unclassified databases.
- Capable of developing, querying, and manipulating stored information.
- Able to perform queries based upon the operator's thought process instead of the current menu-based systems. An operator can then input a query based upon what is needed rather than just what is listed by the search engine.

WEB-BASED REPORTING

8-10. Web-based reporting employs current Internet technology. It employs an interactive graphic interface using client browser technology, search engines, hyperlinks, and intelligent software agents for searching, finding, viewing, and maintaining databases and supporting HUMINT and CI work, data, and information flows. It supports collaborative analysis at multiple echelons through connectivity on the SECRET Internet Protocol Router Network (SIPRNET). The following pertain to web-based reporting:

- Web-based databases work with any computer hardware, operating system, or software.
- Firewalls and information access are controlled at each level with an approving systems administrator at each level conducting quality control through release authority procedures.
- Graphic user interface uses standard Army and DOD report formats.
- Graphic user interface walks the user through a critical task and is able to identify Army and DOD reports as required. Reports must be Army and DOD platform compatible and transferable through and to their respective systems.
- Multimedia support applications for attaching, associating, and hyper-linking video, still

photographs, voice, scanned objects, graphics, and maps to records and files.

8-11. Web-based reporting and web pages developed for specific products allow the user to—

- Leverage their effort and expertise against all requirements, not just the ones that must be met immediately.
- Identify intelligence gaps and fill those gaps.
- Ensure immediate analytical feedback on collector reports to—
  - Pose questions directly to a Web page to enable all tactical HUMINT teams to answer or be cued to the specific request.
  - Identify or request clarification on questionable data for quality control.
- Focus collection teams supporting maneuver commanders' requirements more effectively.
- Immediately extract information for crisis reaction.

DATABASES

8-12. Without databases, information is difficult or impossible to retrieve quickly, especially under adverse conditions. Databases support many complex HUMINT and CI functions and requirements, to include—

- Mission deconfliction.
- Collection planning and matrixes.
- IPB.
- RFIs.
- CI and single-discipline HUMINT analysis.
- Summary, report, and assessment preparation.
- Support to OPSEC and deception.
- Threat and friendly situations tracking.
- Targeting.

8-13. Databases interact with other tools to support predictive analysis, prepare graphic analytical products, and provide situational awareness down to the tactical HUMINT team. These databases—

- Support link analyses, association matrixes, time event charts, and other analysis tools.
- Require a designated systems administrator at each echelon. To ensure a high degree of integrity, discrepancies must be verified for accuracy.
- Allow operators, managers, and analysts to—
  - Compartment (protect) source sensitive investigative and operational database

segments, files, records, and fields.
  - Create, update, and maintain databases from locally generated information.
  - Import complete or partial databases from larger or peer databases.
  - Export complete or partial databases to peer or larger databases.
  - Share databases between peers, subordinates, or higher with appropriate access authorization.
- Provide systematic processing and automated parsing using standardized forms in intelligence operations, which are automatically parsed into appropriate databases for information storing, sharing, retrieval, and analysis.
- Allow query functions for decision-making as well as operational and analytical support.
- Provide analytical programs able to correlate data that facilitates information retrieval from any data repository.
- Incorporate information retrieval functions such as browsing (that is, point and click), key word searching, concepts, and similar functions.
- Support a suite of specialized decision support software (DSS)—a set of tools which supports HUMINT and CI management source administration, analysis, vulnerability assessments, and risk management decisions. DSS tools should produce a set of HUMINT and CI reports specifically tailored to the HUMINT and CI decision-making, analysis, and assessment process.

COMMUNICATIONS

8-14. Successful HUMINT and CI operations must be supported by a communications system that provides internal team communications, links tactical HUMINT teams to OMTs, and OMTs to higher headquarters, analytical elements, and theater and national agencies

ARCHITECTURE AND REQUIREMENTS

8-15. Tactical HUMINT teams need a (US-only) three-tiered communications system that allows for secure voice and data transmission. This system enables effective operations and communication while maintaining the level of security necessary for HUMINT and CI operations. A three-tiered communications package includes secure voice and digital transmission capabilities, is self-contained, has short-, medium-, and long-range capabilities, and is air transportable.

THREE-TIER COMMUNICATIONS

Tier I – Inter/Intra-Team Radio

8-16. Dependable and secure hand-held inter/intra-team communications inside the HUMINT and CI team is critical to ensure force protection and to conduct sensitive operations. Personnel must maintain constant contact with other team elements as well as with the supporting quick-reaction force.

8-17. The Single-Channel Ground and Airborne Radio System (SINCGARS) compatible frequency modulation (FM) radio should incorporate the following characteristics:

- Lightweight, compact, and low profile.
- Embedded encryption.
- Multiband.
- Computer programmable.
- Selectable power output up to 5 kilometers in range.
- Backlit keypad.
- Hands-free operation.
- Lightweight and rechargeable batteries.
- Built-in test functions for operator use and/or self-diagnostic test.
- Appropriate accessories (antennas, microphones, earphones).
- A data port that allows data transmission.

Tier II - Vehicle-Based Communications

8-18. This link allows the tactical HUMINT team to communicate with their OMT. It allows confirming information collected in the field and requesting and receiving additional information that supports the team's collection effort. Whether fixed or mobile, communications between the tactical HUMINT team and OMT is supported by a radio system mounted on a hardened HMMWV that could also be remote.

8-19. The vehicle-based communications system includes two high-power FM radios and a high frequency (HF) radio set. A palm-top computer serves as a processor and controls the antenna, as well as interfaces with the radios. Communication at this tier requires equipment that incorporates the following features:

- Secure and encrypted.
- Large data transfer capability.
- Long-range communications.
- Mobile communication ability.
- Not dependent on a satellite.
- FM or HF capability.

8-20. The HF capability would allow for improved long-distance video and data transmission, and the team would use its current automated data processing (ADP) unit for data input. This HF capability allows long-range digital data communications in the event communication satellites are unavailable or jammed. With the internal communications security, this radio provides long-range secure communications and allows dispersed HUMINT and CI teams the ability to communicate and report over an extended distance.

Tier III - HUMINT and CI Base Station

8-21. This final tier allows the OMT to maintain communications with higher echelons anywhere in the world through a tactical SIPRNET. The wide range of systems allows the HUMINT and CI base station worldwide connectivity for global coverage.

8-22. Through the OMT, tactical HUMINT teams can access and query local, JTF, and theater-level databases. The base station also maintains external access by using the local telephone system (when available) and three mobile subscriber equipment (MSE) phone drops (two phones, one tactical facsimile [FAX]).

8-23. The HUMINT and CI base station is an upgrade of an existing HMMWV-based system. The total system consists of—

- Secure Telephone Unit-Third Generation (STU-III) secure cellular telephone base station and STU-III telephone.
- FM radio system.
- HF radio system.
- Digital non-secure voice terminal.
- Mobile subscriber radio terminal.
- Digital secure voice terminal.
- Secure FAX terminal.
- International maritime satellite transmission terminal.
- Two file servers for data storage.
- Base station for Tier I radios.
- CI/HUMINT Automation Tool Sets (CHATS).

8-24. This system has a common logistics and maintenance system and standardized communications, and requires minimal training for OMT personnel. The system has an internal server and router to access databases. HUMINT and CI base stations would be assigned to each OMT and two to the tactical HUMINT operations team.

8-25. HUMINT and CI elements need a communications package that provides an organic communications capability between team elements. This package should also provide communications between the team and supported units, other HUMINT and CI teams, and higher HUMINT and CI operational and analytical elements during all phases of an operation.

These systems must be compatible with those of theater HUMINT and CI elements, joint HUMINT and CI assets, and DHS elements. Tactical HUMINT teams cannot rely on supported units for communications:

- Teams, particularly in support of force protection, are often deployed into an immature theater lacking established and secure communications capabilities.
- A reliance on indigenous public telephone systems, particularly when dealing with CI functions, is a significant risk to both the mission and the force.
- Even in a more mature theater, tactical HUMINT teams frequently operate outside the range of MSE.
- DS tactical HUMINT teams can operate at the maneuver battalion level. At this level, the availability and access to MSE communications are nonexistent or extremely limited.
- Tactical HUMINT teams need to pass sensitive source data information and information on SAEDA and deliberate security violations, which requires special handling to ensure disclosure does not inadvertently compromise the source or operation.
- The volume of information (reports, database information, and operational data to include graphic data and digital pictures) is much greater than a supported unit's communication capability, especially at lower echelons.

TEAM COLLECTION REQUIREMENTS

8-26. The elements discussed above need connectivity to a full-time wireless LAN at the highest transmission rate available. The communication package is compatible with and complements the CHATS and other ADP equipment. This package provides access to military communications systems, such as MSE, as well as to indigenous public telephone systems. The package allows file sharing and transfer capabilities; includes built-in communications troubleshooting functions and remote test capability; and operates easily by a non-signal junior enlisted HUMINT or CI soldier with minimal training.

CI/HUMINT AUTOMATED TOOL SET

8-27. The CHATS facilitates standardized CHS and reporting formats. Additionally, the CHS is easily interchanged among systems, updated for modernization, or modified to meet specific user requirements. The software has the capability to develop, query, and manipulate stored information and shared databases with other systems. The system allows for the interaction with existing intelligence and CI, security, operational, and operational nodes. The software suite provides the decision support tools that allows operations personnel the ability to supervise collection assets and conduct mission deconfliction. This software enhances the ability to levy collection and operational requirements, as well as to manage, control, analyze, and report information collected by all organizations involved in HUMINT and CI missions.

8-28. Tactical HUMINT teams are the basics of HUMINT collection and are task-organized to meet specific mission requirements. A tactical HUMINT team must be able to—

- Track and locate all team members.
- Perform initial single-source analysis of collected information.
- Transmit reports to higher headquarters.
- Receive tasking and administrative reports from higher headquarters.
- Perform local database creation and manipulation.
- Provide security and oversight for individual collectors.

8-29. CHATS is the tactical HUMINT team's primary processing platform in all environments. Tactical HUMINT team automation provides the capability for electronic data acquisition, dissemination, and transmission including digitized photograph transmission. The system interfaces with and communicates through both military and civilian LAN-based and point-to-point communications hubs.

8-30. OMTs provide focus and guidance to the tactical HUMINT teams. The primary automation tool for the OMT is the CHATS. These teams must be able to—

- Provide quality control and dissemination of reports from the subordinate tactical HUMINT teams.
- Direct activities of subordinate tactical HUMINT teams and provide management to them.
- Perform single-source HUMINT and CI analysis for the supported commander.
- Convert PIR into SIR or SOR.
- Transmit intelligence and administrative reports to higher headquarters.
- Receive tasking and administrative reports from higher headquarters and distribute to tactical HUMINT teams as required.
- Consolidate local databases and provide database input to higher headquarters. Receive database and digital information from higher headquarters and pass to lower and vice versa.

HUMINT AND CI WORKSTATION

8-31. The HUMINT and CI workstation is located at each operational and analytical echelon. This workstation provides HUMINT and CI-unique management and analysis tools. It also provides SIPRNET connectivity and processing capability to identify requirements and convert reporting into either an all-source analysis system (ASAS) or Migration Defense Intelligence Threat Data System (MDITDS)/Defense Intelligence Agency Counterintelligence Information System (DCIIS) formats as required. This workstation operates as either a standalone system or integrated into a seamless architecture with multiple systems and incorporates the following features:

- Graphically uses standard Army, DOD, and HUMINT and CI reporting, symbols, and map overlay generation and map plotting.
- Stores databases and has analytical tools for intelligence information processing and

reporting.

- Has its own server and allows back-up data capability.
- Has user-friendly graphic interface.

ANALYSIS CONTROL ELEMENT

8-32. The ACE is the point at which HUMINT reporting is fused with other reporting through ASAS. Single-source information is correlated and updated instantaneously, so the commander has an all-source view of the AOI. ASAS is refined to include—

- Instantaneous and seamless communication with other services and echelons. Parse and leverage HUMINT single-source reporting.
- A capability to transition between US Message Text Format and CI MDITDS reporting and have a bridge to the HUMINT and DCIIS.
- Ability to perform link analysis and compare multiple link arrays using all-source intelligence and available databases.
- All friendly (including joint and coalition elements) and threat force locations and movements within the AOI.
- Having access to and maintaining multidiscipline intelligence databases at the contingency area during peacetime operations.

INDIVIDUAL COLLECTOR AUTOMATION REQUIREMENTS

8-33. The key to effective HUMINT and CI collection is unimpeded contact between the collector and the source of information. It is understood that in most tactical HUMINT collection, the collectors are dressed in battle dress uniforms (BDUs) and operate out of standard military vehicles.

8-34. Any technological support to their collection, however, must be as unobtrusive and as undetectable as possible to minimize the intimidation factor when dealing with human sources. Technology readily available to the corporate business person will greatly aid the HUMINT and CI soldier's effort. The individual collector must be able to—

- Effectively communicate with local inhabitants.
- Record (both video and voice) conversations with sources.
- Scan, translate, and transmit documents and photographs.
- Conduct surveillance on individuals and facilities.
- Instantaneously locate themselves in both rural and urban environments.
- Immediately access local, theater, and even national level databases.
- Communicate instantaneously with other team elements.

- Report near-real time (NRT) information.

INDIVIDUAL TACTICAL REPORTING TOOL

8-35. HUMINT and CI collectors acquire vast amounts of information critical to the commander's MDMP. Much of this information is perishable. Relaying information down to the operator on the ground greatly improves the operator's effectiveness through environmental awareness.

8-36. Replacing the notebook and pen, the individual tactical reporting tool (ITRT) is an input device for the individual soldier and extension of the CHATS. Inputting and digitizing information as soon as it is collected greatly increases the speed at which information can be processed. When connected to an intra/inter-team radio, the ITRT also allows the HUMINT and CI soldier to receive and transmit digitized data, such as graphical overlays and RFIs, and provides a means for the commander to cross-queue the collector.

LANGUAGE TRANSLATION AND INTERPRETATION (MACHINE TRANSLATION)

8-37. Oral and written communication in a foreign language is often the center of effective operations. The optimal solution is to have an individual who is a trained collector who has native proficiency, is totally versed in the local situation and US requirements, with the requisite security clearance, and who is capable of reporting accurately in English. A commander's access to such individuals is usually problematic, thus the access to a sufficient number of qualified individuals to meet mission requirements is virtually impossible.

8-38. Currently the situation is met through a combination of MI linguists, native speakers within the DOD system, and locally hired civilian translators (see FM 2-91.1/ST (FM 34-7)). The proficiency levels and retention problems of the MI linguists and the inherent security problems and difficulties with using a third-party translator make these two options less than optimal solutions. An increasingly viable solution for the commander is the use of machine translation devices to meet some of these requirements.

8-39. Voice and text translation machines or software are critical in augmenting available linguist requirements. This includes natural language processing and optical character recognition (OCR) capabilities. The basic application of machine translation, such as speech recognition and OCRs, dramatically increases the speed of processing information. This technology may allow a non-linguist to determine the intelligence significance of a foreign document, aid linguists with laborious tasks, and add consistency to human translation.

As the need for linguists increases for an operation, there will be a relative increase in the need for machine translation.

8-40. Machine interpretation is the use of a machine to interpret the spoken word between the HUMINT collectors and another individual speaking a foreign language. Linguists during operations are in high demand and usually limited in number. Although the HUMINT collector often receives language training, the degree of proficiency may not be high. Additionally, the language and dialect taught might not be used in the AO. To maximize efficiency, a machine interpretation device must—

- Allow the soldier to maneuver on the battlefield without hindrance of bulky and delicate equipment.

- Be wearable and not draw undue attention during missions.
- Allow real-time conversation while detecting tone and syntax changes in the language, as well as project this into the translated language.
- Allow introduction of slang and dialect changes.

WEARABLE INTEGRATED TACTICAL COLLECTION SYSTEM

8-41. The integration and exchange of information occurs constantly. An integrated system enhances the soldier's capabilities for handling information, target acquisition, surveillance, mobility, sustainability, and survivability without interfering with other tasks. Modular, wearable systems would allow the CI or HUMINT soldier to tailor the equipment according to the mission and provide flexibility. As an example, the system may include—

- A bullet-resistant vest.
- A belt-mounted computer that provides text conversion and language translation linked to the soldier's individual radio for digital transmission.
- A miniature hi-resolution digital video camera that permits recording of collection activities and OCR scan of recorded documents.
- A heads-up display that can be located in eyeglasses or visors and/or a flat-colored pocket monitor.
- A global positioning system that transmits back to the unit’s AOR graphical display monitor.

8-42. The communication and geolocation technologies must have positive “assured” operations in restrictive environments (urban, mountainous, forested areas), non-LOS and hostile low probability of detection, low probability of interception, and anti-jam environments.

GLOSSARY

A

ACCO	Army Central Control Office
ACE	analysis and control element
ACR	armored cavalry regiment
ACT	analysis and control team
ADP	automated data processing
AFOSI	Air Force Office of Special Investigations
AGM	attack guidance matrix
AIS	automated information systems
AMIB	Allied Military Intelligence Battalion
AO	area of operations
AOC	area of concentration
AOI	area of interest
AOR	area of responsibility

ASAS	All-Source Analysis System
ASCC	Army Service Component Commander
ASI	additional skill identifier

B

BDU	battle dress uniform
BN	battalion

C

C^2	command and control
CA	Civil Affairs
CARVER	criticality, accessibility, recuperability, vulnerability, effect, and recognizability
CCIR	commander's critical information requirement
CDR	commander
CED	captured enemy document
CEE	captured enemy equipment
CFSO	counterintelligence force protection source operations
CHATS	CI/HUMINT Automation Tool Set
CHS	common hardware and software
CI	counterintelligence
CIA	Central Intelligence Agency
CIAT	CI Analysis Team
CICA	Counterintelligence Coordinating Authority
CINC	Commander in Chief
CM	collection management
CMEC	captured materiel exploitation center
co	company
COA	course of action
CS	combat support
CSB	corps support battalion
CSS	combat service support
CTF	combined task force

D

DA	Department of the Army
DCIIS	Defense Intelligence Agency Counterintelligence Information System
DEA	Defense Enforcement Agency
DHS	Defense HUMINT Service
DIA	Defense Intelligence Agency
DOCEX	document exploitation
DOD	Department of Defense
DS	direct support
DSS	decision support software

E

EAC	echelon above corps
EEFI	essential elements of friendly information
EO	Executive Order
EPW	enemy prisoner of war

F

FAX	facsimile
FBI	Federal Bureau of Investigation
FFIR	friendly forces information requirements
FISS	Foreign Intelligence Security Service
FISG	Foreign Intelligence Service
FM	frequency modulation
FORSCOM	US Army Forces Command

G

G2X	HUMINT and CI deconfliction at corps and division levels
GS	general support

H

HAT	HUMINT analysis team
HET	human exploitation team
HF	high frequency
HMMWV	high mobility multipurpose wheeled vehicle
HN	host nation
HOC	HUMINT operations cell
HPT	high priority target
HQDA	Headquarters, Department of the Army
HUMINT	human intelligence
HVT	high value target

I

IBCT	interim brigade combat team
ICF	intelligence contingency fund
IIR	intelligence information report
IMINT	imagery intelligence
INSCOM	US Army Intelligence and Security Command
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirements
ISR	intelligence, surveillance, and reconnaissance
ITRT	individual tactical reporting tool

J

J2X	tactical HUMINT deconfliction at joint level
JAG	Judge Advocate General
JCO	Joint Commission Observers
JDEC	joint document exploitation center
JIF	joint interrogation facility
JISE	joint intelligence support element
JTF	joint task force

L

LAN	local area network
LEA	law enforcement agency
LEP	locally employed personnel
LNO	liaison officer
LOS	line of sight
LRS	long-range surveillance

M

MAGTF	Marine Air-Ground Task Force
MASINT	measurement and signature intelligence
MDITDS	Migration Defense Intelligence Threat Data System
MDMP	military decision-making process
MEF	Marine Expeditionary Force
METL	mission-essential task list
METT-TC	mission, enemy, terrain and weather, troops, time available, and civilians
MI	military intelligence
MOS	military occupational specialty
MP	military police
MSE	mobile subscriber equipment
MTOE	modified table of organization and equipment
MTW	major theater war

N

NAI	named area of interest
NATO	North Atlantic Treaty Organization
NCIS	Naval Criminal Investigative Service
NCO	noncommissioned officer
NRT	near real time
NSA	National Security Agency

O

OB	order of battle
OCR	optical character recognition
OCONUS	outside continental United States
OMA	operation and maintenance, Army
OMT	operational management team
OPCON	operational control

OPLAN	operations plan
OPORD	operations order
ops	operations
OPSEC	operations security

P

PIR	priority intelligence requirements
PME	peacetime military engagement
PSYOP	psychological operations

R

R&S	reconnaissance and surveillance
RFI	request for information
ROE	rules of engagement
RSR	resource status report
RSTA	reconnaissance, surveillance, and target acquisition

S

S2X	tactical HUMINT deconfliction at brigade and battalion level
SAEDA	subversion and espionage directed against the US Army
SALUTE	size, activity, location, unit, time, and equipment
SCO	Sub-Control Office
SDR	source-directed requirement
SEP BDE	separate brigade
SERE	survival, evasion, resistance, and escape
SF	Special Forces
SFG	Special Forces Group
SIGINT	signals intelligence
SINCGARS	Single-Channel Ground and Airborne Radio System
SIPRNET	SECRET Internet Protocol Router Network
SIO	senior intelligence officer
SIR	specific information requirement
SJA	Staff Judge Advocate
SOF	Special Operations Forces
SOFA	Status of Forces Agreement
SOR	specific order or request
SSC	small scale contingency
STU-III	Secure Telephone Unit-Third Generation

T

tac	tactical
TDA	table of distribution and allowances
TEB	tactical exploitation battalion
TEMPEST	(short for investigations and studies of

	compromising emanations)
TF	task force
TFCICA	Task Force Counterintelligence Coordinating Authority
THREATCON	threat condition
tm	team
TPFDDL	Time Phased Forces Deployment Data List
TRP	target reduction plan
TSCM	technical surveillance countermeasures
TTP	tactics, techniques, and procedures
TO&E	table of organization and equipment
TSS	target selection standard
TV	television
TVA	threat vulnerability assessment

U

UCMJ	Uniform Code of Military Justice
USAR	US Army Reserve
UW	unconventional warfare

V

VCR	videocassette recorder

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